

# Sales Management

THE MAGAZINE OF MARKETING

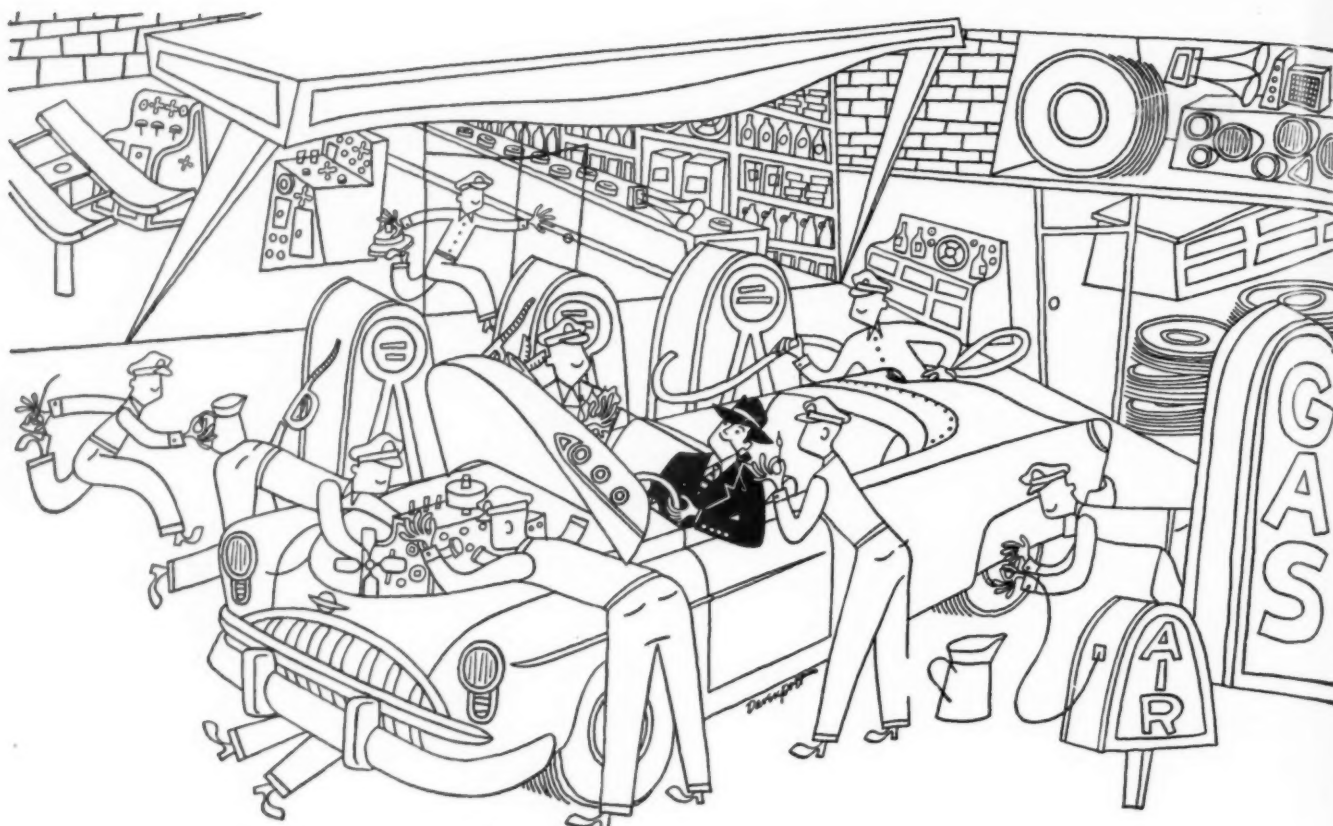
## Who Killed Waltham?

A candid examination of the ups and downs of a once-prosperous company that decayed into receivership, the victim of production dry-rot, leadership ineptitude, and sales management naivete. See page 37.

APRIL 15, 1950

A  
BILL  
BROTHERS  
PUBLICATION

THIRTY-FIVE CENTS



Motion Pictures  
 Meetings Packages  
 Television Commercials  
 Demonstration Devices  
 Screen Advertising  
 Skits  
 Cartoon Comedies  
 Training Manuals  
 Slidefilms  
 Pictorial Booklets  
 Transparencies  
 Slides  
 Film Distribution  
 Turnover Charts  
 Meeting Guides  
 Tape Recordings  
 Disc Recordings  
 Promotion Pieces  
 Poster Charts  
 Banners  
 Training Devices  
 Quiz Materials  
 Speech Coaching  
 Pageants  
 Stage Management  
 Portable Stagettes  
 Meeting Equipment  
 Projection Service  
 Technicolor  
 Field Surveys

## One Stop Service

The modern super-service station is a marvel . . . Under one roof it offers just about everything. So to get the greatest service at the lowest cost, that's where to go.

→ For sales managers, The Jam Handy Organization is just like that. Under one roof it offers just about everything that sales or sales promotion managers need in "visuals" or film advertising.

The advantages are obvious. One stop service saves time. One source of supply saves management. One responsibility saves confusion and duplication of effort. Add it up and you have the greatest service at the lowest cost.

→ Look at this list of Jam Handy products and services. If you have a sales meeting program or sales promotion project, get comprehensive help on it in one easy step: write or phone—

*The*  
**JAM HANDY**  
*Organization*

Offices →

NEW YORK • WASHINGTON • DAYTON • DETROIT • PITTSBURGH • CHICAGO • LOS ANGELES



# Buy Advertising in Detroit the way Detroit's Retail Women's Clothing Stores Buy It!



## MORE SALES FASTER!

**WOMEN  
READ AND LIKE  
THE FREE PRESS**

### The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

*Story, Brooks & Finley, Inc., National Representatives*

Take Detroit's Saks Fifth Avenue or B. Siegel Co. or D. J. Healy Co. or Himelhoch's—they and the one hundred nine other women's clothing store advertisers in Detroit place **MORE** of their advertising regularly in The Detroit Free Press. They do it year after year. These stores aim to **SELL** merchandise **PROMPTLY** and in the greatest **QUANTITY**.

Main reliance is placed on the Free Press to do this job for them . . . Good testimony to this newspaper's compelling influence in Detroit and Michigan. You can't go wrong by copying the methods of these retailers who have to get results *every day*.

**FIRST AMONG ALL MORNING NEWSPAPERS IN AMERICA IN CIRCULATION GAINS**

APRIL 15, 1950

# The Universal Desideration of the Sales Manager

**"To have a salesman  
present at the precise  
moment of purchasing  
decision"**

☆ Your sales message in Thomas Register will have the buyer's attention when he is actually interested in buying your product. This is second in importance to your salesman being present at the precise moment, and is the initial step to a request for the salesman's valuable presence.

**"8,500 T.R. Advertisers  
Can't Be Wrong"**

HABITUALLY CONSULTED BY ALL DEPARTMENT HEADS, REPRESENTING 60% OF THE TOTAL INDUSTRIAL PURCHASING POWER OF THE U. S., WHO ARE CONCERNED WITH WHAT TO BUY & WHERE TO BUY.

96% ABC Paid Circulation

# THOMAS REGISTER

461 EIGHTH AVENUE • NEW YORK 1, N. Y.



## Sales Management

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# KGW

THE ONLY STATION  
THAT ACTUALLY DELIVERS

## COMPREHENSIVE COVERAGE

in the

### Fastest Growing Market in the Nation



Camas, Washington, enjoys the unusual distinction of being a one-industry community... a modern city dominated throughout its commercial and community life by the influence of the largest specialty paper mill in the world. It would be difficult to find a more stable community than Camas. Ninety per cent of the residents own their own homes... wages are at a high level the year around.

Camas, Washington, is yours to tap... through Comprehensive Coverage KGW delivers Camas as it delivers the rest of the fastest-growing market in the nation.

# KGW

## PORTLAND OREGON



AFILIATE AFFILIATED WITH NBC  
REPRESENTED NATIONALLY BY EDWARD PETRY CO., INC.



# Complete market data— in one volume

CONSUMER MARKETS makes easily accessible all the state, county, and city market indices market and media men ordinarily use for market comparisons and selection.

In ADDITION, the Service-Ads of many individual media contribute much helpful supplementary data that you will find useful in judging various market potentials.

Send for Full Explanation Folder describing in detail the scope of the information the 1949-1950 Edition of CONSUMER MARKETS makes available.

## Buy Coverage in Terms of Potential Sales—not square miles!

*"This distorted map shows the relative general merchandise sales by counties in the KBON-KOLN areas as compared to Nebraska state totals."*



68% OF TOTAL RETAIL SALES  
67% OF TOTAL FOOD STORE SALES  
72% OF APPAREL STORE SALES  
58% OF GENERAL MERCH. SALES

OF THE ENTIRE STATE OF NEBRASKA!

...and you get Both Stations at ONE LOW RATE!

**KBON** OMAHA **KOLN** LINCOLN

PAUL R. PETER, Vice-President and General Sales Manager, National Representatives, 840-TEL, INC.

One of the many Service-Ads that supplement and expand the voluminous listed data in CONSUMER MARKETS.

## Consumer Markets

A Section of Standard Rate & Data Service  
Walter E. Botthof, Publisher  
333 North Michigan Avenue, Chicago 1, Ill.  
New York • Los Angeles

*and Still Gaining!*

**Building Last Month  
Set February Mark**  
City Issued \$4,952,260  
In Permits

All the latest facts and figures prove there has been no "levelling off" in the Greater Miami area,-- that this great market is *still* expanding, *still* reaching new all-time highs in year-round business activity.

The facts and figures prove, too, that The Miami Herald has continued to increase its margin of leadership in lineage and circulation,-- that now

more than ever before you can rely on this one medium alone to deliver the entire Greater Miami market... effectively, economically, *resultfully*.



JOHN S. KNIGHT, Publisher  
STORY, BROOKS & FINLEY, National Reps.  
A. S. GRANT, Atlanta  
Affiliated Stations -- WQAM, WQAM-FM

**MIAMI--An International Market**

**SM**

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April 15, 1950 Volume 64 No. 8



SALES MANAGEMENT





An 8-page catalog specially designed for the mechanical industries:

**Here's the way**  
**Sweet's Catalog Service**  
**works for you:**

#### CATALOG DESIGN

Custom catalog design by Sweet's starts with consultation with you to determine what information is needed to bring about the buying action you desire—specification, request for sales call, direct order. Then follows organization of the information in a basic pattern for making your catalog easy to use and to understand. Next comes selection of the most effective form for the clearest statement of each fact—text, table, diagram, illustration. The result is a unit of buying information specially designed to bring you and your future customers together in the shortest time and with the least effort.

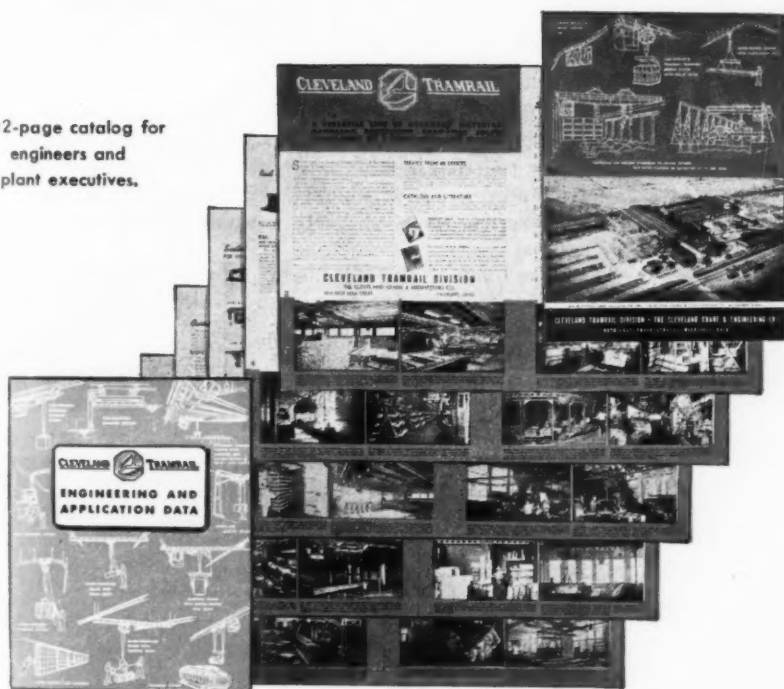
#### CATALOG PRODUCTION

Because of the great number of manufacturers' catalogs handled each year, printing by Sweet's offers you the economies of quantity production with no sacrifice of quality. You may order your catalogs in any desired quantity—part to be distributed by Sweet's and part, if you wish, to be delivered to you. If you prefer, you may print your own catalogs and deliver them to Sweet's for filing and distribution, in which case charges are lower than those for the complete service.

#### CATALOG DISTRIBUTION

When your catalog is distributed by Sweet's, it is delivered to prospects of top rank buying power in the markets of interest to you. Sweet's spends more than \$150,000 yearly to locate, qualify and select the firms and individuals who represent the bulk of buying power in each market served. Furthermore, your catalog remains in the office of each recipient, instantly accessible at all times. This is accomplished by distributing it in a bound, indexed collection (file) of manufacturers' catalogs. According to thousands of users of these files, this is the most effective method of getting catalogs used by prospective customers.

A 12-page catalog for engineers and plant executives.



SWEET'S HANDLES MORE CATALOGS THAN ANY OTHER ORGANIZATION—  
IN 1950, OVER THIRTY-FIVE MILLION COPIES FOR 1,148 MANUFACTURERS.

# Sweet's catalog service

DIVISION OF F. W. DODGE CORPORATION • 119 WEST 40th STREET, NEW YORK 18, N. Y.

GETS THE RIGHT INFORMATION . . . TO THE RIGHT PEOPLE . . . AT THE RIGHT TIME

APRIL 15, 1950

# The Human Side

## ... AND 10% ARE MEN

The Fuller Brush Co. is rightly inserting collective fingers in its thousands of armholes . . . It is the first and only company in the U. S. that has had two full-length "A" pictures made about it by Hollywood. Recently Red Skelton made a comedy out of *The Fuller Brush Man* and now Lucille Ball has turned her hand to the adventures of "The Fuller Brush Girl." We decided it was high time we investigated Fuller's "Fullerettes," as the cosmetic-toting Fuller saleswomen are called. We came up with some startling facts: notably that about 10% of the Fullerettes who sell Daggett & Ramsdell cosmetics under the aegis of Fuller are men! These door-to-door boys refuse, however, to call themselves Fullerettes and stick to the time-honored appellation Fuller Brush men.

The Fullerettes were born in July, 1948. At that time Fuller recruited the ladies who were to be the company's Fullerettes, equipped them with handsome blue leather bags to carry the line and sent them out into America's doorbell circuit. But before the first Fullerette came into being, the ubiquitous Fuller Brush man had been doing the job, with minor variations. It all began during the war, when brushes were scarcer than meat rations, and Fuller instituted a line of cosmetics to keep its sprawling sales forces occupied. The idea was that the cosmetic line was to be temporary and that after the shooting was over and brushes were again available to take their places in the American scheme of things, cosmetics would become mere memories. It didn't work out that way. The Fuller Brush men had grown attached to the line; women had bought them hungrily and the salesmen emitted a roar of pain when Fuller tried to shelve the cosmetics. Out of this was born the Fullerette and a tie-in with Daggett & Ramsdell.

The Fullerettes, after a full year of operation, have proved their mettle. Today their sales account for approximately 12% of all Fuller sales. In 1949 retail sales, by the girls, hit \$5 million and there are some 7,000 Fuller dealers (as any brush man or Fullerette is called) covering the U. S.

Oddly enough, Fuller has only the most nebulous tie with these dealers. Each Fuller Brush man or Fullerette is in business for himself—or herself. He buys his wares from Fuller at wholesale and sets his own price, within limitations, on the retail end. He files no reports to the company and, although Fuller attempts to guide him with sales advice (including techniques for getting past that crack in the door), he is at liberty to ignore everything—or practically everything—emanating from the home office.

The Fullerettes, we learned, wear no special uniform. Their only identification is a pin which they wear on their person, and the blue bag, designed to look like the bag toted by the WAC during the war. She is pretty well known to Fuller, despite the ambiguous relationship between company and Fullerette. This is because Fuller recently sent out a questionnaire to roughly 50% of its

salesladies and got splendid response despite some awfully nosey parker questions. Most of the girls are housewives who sell the cosmetic line to pad out the family fortunes. A goodly number are related in some way to a Fuller Brush man. The vast majority are somewhere between 20 and 30 years old. About half have brown hair, and a sizable group came out flatly and said their crowning glory was "grey."

We asked how these Fullerettes got around their territories. Happily, Fuller wanted to know, too, and had included the question in its survey. Most, it seems, go on foot, though some use the family car. One matron admitted that she covered her territory on a bicycle!

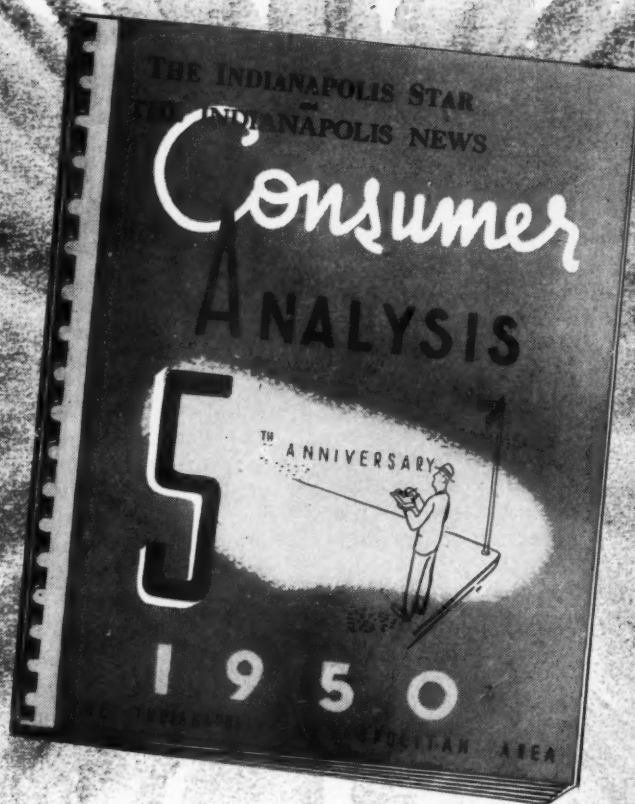
By a majority the girls are married; 50% have been hitched for five years or more and the married ones average two children. Almost 60% completed high school and 25% are college grads. Before they became Fullerettes they had been practically everything else under the sun: secretaries, metal workers, teachers, personnel workers, editors, antique dealers, to name a few.

Fuller provides the girls with sales aids and has made its own movie, "The Road to Opportunity." This film is being routed around the country to the seven Fuller district offices, whose managers are in charge of recruiting Fullerettes; any Fullerette is invited to see the picture.

The average weekly earnings for Fuller dealers is \$75. When you consider that many Fullerettes are part-time workers, this is nothing to shake a brush at." And Fuller points to one paradox which it makes no attempt to explain. The number of men selling the cosmetic line is increasing rather than decreasing!



TECHNICAL ADVISER . . . the prettiest. She's Grace Johnson, Fullerette, who's telling Lloyd Bacon, director of "The Fuller Brush Girl," how to make "The Fuller Brush Girl" authentic.



**Time to Send for Your New 1950**

## **GUIDE TO THE INDIANAPOLIS MARKET**

• Here it is again . . . ready to serve you better than ever in planning your selling and advertising in the big, rich Indianapolis Market, where The Star and The News give saturation coverage. The fifth annual Star and News Consumer Analysis now gives you consumer preference and buying habits for 135 product classifications . . . conveniently arranged in sections on foods, soaps and cleaners, toiletries and cosmetics, beverages, automotive, and general.

With this new edition, you can study market trends over the past five years. And you may correlate it with the Star and News Bureau of Advertising Sponsored Grocery Inventory to get a complete picture of preferences and volume for 415 grocery products . . . an opportunity available in no other market in the United States!

As this advertisement appears, the 1950 Indianapolis Consumer Analysis is coming off the press. So write us today for your copy!

**Kelly-Smith Company ● National Representatives**

*Indiana's  
first team . . .*



**THE INDIANAPOLIS STAR  
and  
THE INDIANAPOLIS NEWS**



## HAPPY IS THE BRIDEGROOM

... who knows his part—however minor—in the wedding plans. Fortunately, in case you're about to splice a knot, the merchants who sell Linweave papers have hit upon a neat way to sell more paper and to give a helping hand to the puzzled man on the wedding cake at one fell swoop.

Linweave merchants, 100 strong, recently gathered in New York City to hold their Thirtieth Annual sales meeting. After presenting Miss Mary Vernon, who modeled for the main illustration for the current Linweave Wedding Display, to be used in national advertising, Mr. Thomas Chambers, Linweave's manager, passed out samples of a little booklet, "But the Bridegroom Is Important, Too." And that's where help for ailing bridegrooms comes into the picture.

Linweave merchants will offer the booklets only to printers and engravers who use Linweave Wedding Stationery. So they're sure that the booklet will get into the right hands. The booklet itself is a light, deft thing, illustrated with very funny cartoons which should make the "prospective" take heart. All he needs to know about staying in the background or getting out of it.

The book leads off with "What every groom should know." This isn't a chapter on the birds and bees—Linweave feels he ought already to have had his nature lectures. It tells him, for instance, that the bride decides on what type of wedding it will be: formal or informal

(Formal costs more.), in church, at a hotel or club. She and her family engage the minister, but the long-suffering groom hands his best man a little envelope containing a suitable reward. The best man eases it, unostentatiously, into the clergy's hand after the ceremony. The bride's papa, another long-sufferer, is hooked for the reception bill and for decorations. But the groom is expected to send his mother-in-law flowers, a gesture supposed to get them off to a good start. He also chooses, and pays for, the bride's flowers. That's only the beginning: The groom buys the ring, pays for the honeymoon, hires the car with which he transports his choice to and from the church, antes up for the boutonnieres for the bride's pa (The only thing, incidentally, that poor guy doesn't have to buy!) and for the best man and the ushers. He also is stuck for a gift for all of them, and it had better not be inexpensive.

Linweave figures that even if the bridegroom gets scared to death reading the booklet, they can nail him for the wedding announcements after he's persuaded the girl to shinny down a ladder and elope.

And Linweave merchants were shown how to cash in on such things as the first personal cards for the young marrieds. Furthermore, although the bride, who up to this part has had a picnic, must take over most of the correspondence, the groom writes a few thank-you's, too. And the back of the booklet shows him samples of the correct papers and sets his mind at ease on the color of engraved (naturally) initials and even the color of ink he may correctly use. If you *must* get married, see your Linweave merchant for a sample of the book.

**"FASTER SERVICE  
IS  
BETTER SERVICE"**



says **ALLIS-CHALMERS**

One of the greatest names in American Industry



"Whenever speed is essential to service, we confidently call on AIRFREIGHT typified by Capital Airlines' Service for fast dependable delivery of Allis-Chalmers' electric power equipment, mining machinery, and the wide range of Allis-Chalmers' industrial products," writes Mr. Ervin Manske, Traffic Director, Milwaukee, Wisconsin.

Capital AIRFREIGHT can help your business service more customers faster, get more products to more markets, or operate with

smaller inventories! Why not investigate fast, easy-to-use, low cost, Capital AIRFREIGHT today . . . with no obligation.



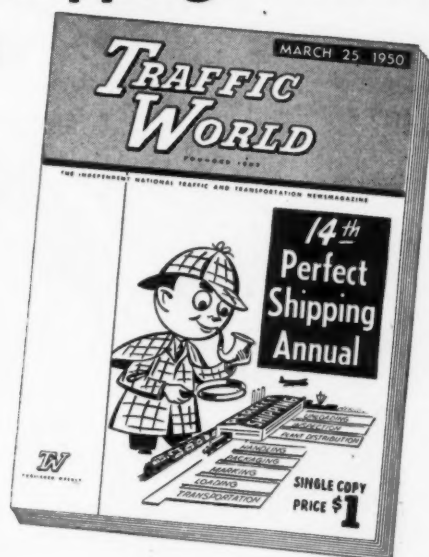


# Traffic World's 14th Perfect Shipping Annual

PUBLISHED MARCH 25th

Carries **37%** More Advertising  
than 1949 Annual . . .

Tops Ad Record of 43-Year-old  
Weekly by **29.5%** . . .



Official Perfect  
Shipping Poster

sure safety of products in transportation.

On the advertising side, it is the sort of kick-off that speaks for itself. There is 37% more advertising in this Annual than in last year's Annual; the advertising volume in this Annual is 29.5% greater than in any issue of Traffic World in its 43-year history, and the two issues that come within 29.5% are the Perfect Shipping Annuals published in 1945 and 1947.

## Advertisers' Bonus Values

The immediate advertisers' bonus values of the 14th Perfect Shipping Annual are the many extra pages of editorial features on the perfect shipping and careful handling of freight, plus the fact that some 5,000 extra copies of the Annual were sold in advance at an average price of 45 cents per copy.

## Not Just An Annual

The Perfect Shipping Annuals published by Traffic World are not just publication annuals—they are a real "force" in a nationwide continuing effort to eliminate the loss and damage to freight in transit—to safeguard the products of American industry, so that they

reach the customer-users in good condition and on time.

These perfect shipping campaigns are sponsored by the nation's manufacturer-shipper groups, and by all transportation and distribution agencies. During the month of April, which is designated as Perfect Shipping Month, Perfect Shipping meetings, luncheons and dinners are held by the majority of the 166 transportation clubs of the country, and many other allied groups. The Traffic World Perfect Shipping Annuals have grown to be a "force" in promoting this perfect shipping effort, and this perfect shipping effort has grown to be a worthwhile campaign of which the Perfect Shipping Annuals are a real part.

## Consistent Merchandising

This year, as in the past, there is an official Perfect Shipping campaign poster in which the campaign slogan is symbolized by a character called, "Johnny Careful." This poster is reproduced at the top of the first column.



Traffic World's Perfect  
Shipping Poster

copies of its own Perfect Shipping poster, which ties in with the official campaign poster. This poster is also reproduced here in minia-

On top of that, Traffic World will again this year distribute, upon request, for use at meetings and company use, over 25,000 of the "Johnny Careful" cutouts, as per miniature reproduction shown. These cutouts are made to stand, and the reverse side calls attention to the Traffic World Perfect Shipping Annual.



Traffic World's  
Cutouts

The close to 200 advertisers in Traffic World's 14th Perfect Shipping Annual will benefit from not only their advertising in the Annual, but also from the continued Perfect Shipping campaign activity and the various merchandising material, supplementary to the Annual.

## 1951 Annual—March 31st

The 1951 Perfect Shipping Annual, Traffic World's 15th, will be dated March 31st. From the momentum behind this effort, this annual's advertising should surpass even this year's volume. If you are interested in seeing a copy of this year's annual, together with its supplementary material, we will gladly send it to you, without obligation.

## TRAFFIC WORLD

418 S. Market St., Chicago 7, Ill.; 122 East 42nd St., New York 17, N. Y.; 815 Washington Bldg., Washington 5, D. C.



# REDBOOK

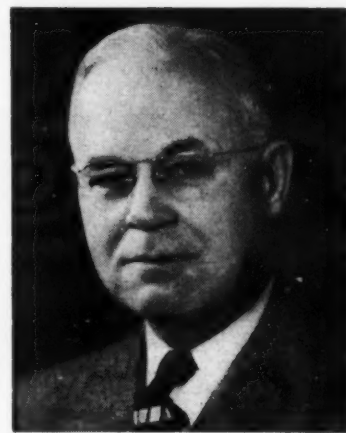
SALES MANAGEMENT

# NEWS REEL



## **TUBIE RESNIK**

Elected executive vice-president in charge of sales of Calvert Distillers Corp., he was formerly vice-president and general sales manager of the firm.



## **O. O. LEWIS**

Promoted from general sales manager to vice-president in charge of sales, he has also been elected to the board of directors, Fairbanks, Morse & Co.



## **WILLIAM S. VENN**

Named general sales manager for Willys-Overland Motors, Inc., in further move to strengthen its sales organization with retail-experienced executives.



## **EDGAR B. MOONEY, JR.**

Promotion manager of Bates Fabrics, Inc., takes over, in addition to his present responsibilities, the duties of sales manager; has served firm 11 years.



## **ALBERT R. LEVENTHAL**

Vice-president and director of sales of Simon and Schuster, Inc., is elected a director of the firm; had been promoted to director of sales last year.



## **CLIFFORD B. MUELLER, JR.**

Becomes general sales manager of The Brunhoff Manufacturing Co., Cincinnati, manufacturers of advertising displays, signs, point-of-sales equipment.



## **RAYMOND E. STOLTZ**

Appointed general sales manager of M. D. Knowlton Co., Rochester, N. Y., manufacturers of paper tube, box making machinery; joined firm in 1908.



## **RICHARD H. BURGESS**

Appointed vice-president and general sales manager of the Pepsi-Cola Co., he was formerly assistant to the executive vice-president of the company.



# Another Big Month in steady OHIO!

March Farm Income

\$67,000,000

That's the important thing about Ohio—farm income stays high every month. It's *steady*.

Why—when most other states fluctuate widely? Crop variety is the answer—and it's the reason smart advertisers go after this better farm market.

Ohio farmers produce a big variety of crops and therefore count big profits every month. Ohio is among the top ten states in crops like winter wheat, hogs and sheep, dairy products, soybeans, corn and many others.

Yes, farming in Ohio is year round... income is year round... *spending* is year round!

Important, too, is the fact that through the *years*, as through the year, Ohio farmers enjoy a steadiness unmatched by most of the top third farm states. You can profit from this security.

\*Based on 3-year average cash receipts from farm marketings. Source U.S.D.A. Farm Income Situation





# WHAT'S THE NEW TEAM IN THE LEAGUE THIS SEASON?

A red-hot nine has just been added to one of the biggest leagues in publishing.

Since September 1949, PARADE, the Sunday Picture Magazine, has added *nine* more distributing newspapers . . . seven of them in exclusive markets!

Here's the new lineup:

ST. LOUIS POST-DISPATCH  
HARRISBURG SUNDAY PATRIOT-NEWS  
HARTFORD COURANT  
INDIANAPOLIS TIMES  
SCRANTON SCRANTONIAN  
GREENVILLE (S. C.) NEWS  
PEORIA JOURNAL STAR  
OAKLAND TRIBUNE  
LONG BEACH (Calif.) PRESS-TELEGRAM

This means that PARADE now has 24 exclusive markets out of a total of 31.

It means that PARADE is more than ever the preferred buy in combination with any individual or group of Sunday magazines.

It means that . . . if you're looking for a way to really cover the field . . .

You ought to be in pictures...in

**parade**

The Sunday Picture Magazine

ST. PAUL SUNDAY PIONEER  
PRESS  
SALT LAKE TRIBUNE  
SCRANTON SCRANTONIAN  
SYRACUSE HERALD-AMERICAN  
WASHINGTON POST  
WICHITA SUNDAY EAGLE  
YOUNGSTOWN VINDICATOR

APRIL 15, 1950

## The Elks make a mighty TRAVEL MARKET!

One or more pleasure trips annually are enjoyed by 56.2% of 928,010\* Elks . . . and a substantial 31.8% take five or more such excursions. 34.3% make one to nine such jaunts a year . . . and 59.2% make one to 52 trips.

One to 19 business trips are made annually by 46.1% of readers of The Elks, while 13.1% make from 20 to 52 such trips. If you have something to sell related to travel, Elks are preferred prospects.

\* A substantial bonus over guaranteed \$50,000, on which current rates are based.

YOU'LL SELL IT...IF YOU TELL IT IN

THE **Elks** MAGAZINE  
NEW YORK • CHICAGO • DETROIT • LOS ANGELES

## HIS KNOWLEDGE



## IS YOUR POWER!

Win for your product the influence and good will of the 20,000 County Agents, Vo-Ag Teachers, Extension Leaders and Soil Conservationists who read Better Farming Methods every month.

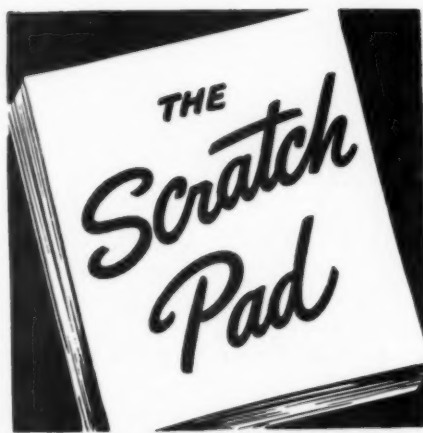
Business Magazine  
for Leaders  
Who TRAIN and  
ADVISE Farmers

**Better  
FARMING  
METHODS**



WATT PUBLISHING CO.  
MOUNT MORRIS, ILL.

CCA  
20,000



BY T. HARRY THOMPSON

Here it is the middle of April, and that spanking-new apartment, promised for March, now looks like July. The coal-strike, they tell me, of all things!

As any paddle-wheel will testify, one screwy idea that succeeded was the screw-propeller.

Two Alabamans confessed to stealing a bridge. The community can't get over it.

Revised version: A squeaking hinge hangs long on the mailbox.

The glow-worm has competition. The Winchester Olin flashlight "glows in the dark." Flash news, eh?

Red Motley, genial publisher of *Parade*, postcards from White Sulphur's Greenbrier: "Thanks for the plug." He puts a ring around "Parade" in "Headline Parade."

Chuck Burdette, ad mgr. of Lempco Products, Bedford, Ohio, sends another version of the traveling salesman's wire home: "Having a fine time. Wish you were her."

Homer Smith imagines a pottery-foreman should be a psychiatrist, what with all the cracked pots. He defines "tax" as the fine we pay for reckless thriving.

Wonder why Ford Motor has never talked about the "able Lincoln"?

Counting the words in your ads isn't nearly so important as making your words count, says Olmsted & Foley, Minneapolis agency.

The best man at a wedding is often the fellow who lost out in the semi-finals.

A new shirt is the "Doric." For columnists?

Judging by a travel-film, a Lapp is seldom in the lap of luxury.

### HEADLINE PARADE

Touch-and-Glow.—*Revlon Liquid Make-up.*

The smartest buy in all outdoors! —*National Highway Displays with Scotchlite.*

Listen to Murrow tomorrow.—*Station WCBS.*

You wouldn't carry hibiscus to Bermuda.—*Trimingham's.*

Pay safe with Corn Exchange checks.

Three quickies by *Kasco Informant*: "Some people are in debt because they spend what their friends think they make" . . . "No matter how flat your conversation, a woman likes to have it flatter" . . . "Charm is something that, if you have it, you don't need to have anything else; and, if you don't have it, it doesn't matter what else you have."

Ferris, the inventor, would be known today as a Big Wheel.

Many a baby will be surprised to grow up and learn that Kastoria is a town in northern Greece, and not what he thought.

Retail food-sales are running 43% above the national average in Canton, Ohio. Maybe Canton should be spelled "C-a-n-t-e-e-n."

With the variety of automatic transmissions available in today's cars, maybe Detroit should come up with a Sympto-Matic Drive for medicos.

Commercial Candor Dep't: "Here's a gadgety gas-range with more controls than a B-29. If you're licensed to run it, fly it out of here for a take-off fee of \$166. Regularly \$279.50."—*Stern's, of Philadelphia.*

"Formula for youth: Keep your enthusiasms, and forget your birthdays."—Eugene Lyman Fisk.

Looking through today's sample houses, the average woman's reaction is that a "Pullman kitchen" belongs on a train.

SALES MANAGEMENT



## GROCERY MARKET

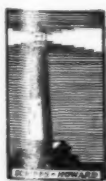
MEMPHIS TRADING AREA

*\*Largest retail food dollar volume*

*\*Largest market area*

IN 14 SOUTHERN STATES

Served up and ready for your  
"profit slice" through the com-  
plete coverage of the two  
Memphis newspapers at an op-  
tional daily combination rate of  
55c per line, saving 13c per line  
over the regular rates.



## MEMPHIS PRESS-SCIMITAR THE COMMERCIAL APPEAL

SCRIPPS-HOWARD NEWSPAPERS





The Bismarck Hotel, today, is part of an imposing center built by the Eitels in the very heart of Chicago. Besides the hotel, it includes a towering office building and one of the Midwest's smartest theaters.

## Chicago's beloved Bismarck chooses STRATHMORE

There's been nothing to compare with the Bismarck since the Eitel family first started dining visitors to the Chicago World's Columbian Exposition in 1893. Famous for its food, famous for its hospitality, the Bismarck is a landmark to all those travelers who appreciate good living.

It is no accident that the Bismarck's letterhead is on Strathmore...it is only another example of the careful planning for perfection of detail that has made the Bismarck what it is.

Have you considered, lately, the importance of the impression your letterhead makes? Does its design express the character and tradition of your company? Do the texture and surface make an important background for your correspondence? Consult the supplier of your letterheads. Ask him to submit new designs on Strathmore expressive papers...to make *quality* an integral part of your message.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

# STRATHMORE

MAKERS  
OF FINE  
PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

I'm not sure which I'd rather have  
... night blindness or stewed carrots.

A 91-year-old bachelor has decided  
to give Cupid the benefit of the doubt,  
although he refused to be rushed.

Samson loved Delilah, even if she  
did get in his hair.

It is no bald statement to say that  
many a man envies the sully with  
the fringe on top.

The announcer was saying that, on  
next week's program, "you will hear  
about the one place in England where  
the King is not permitted to go." Let  
me guess. The powder-room at the  
Savoy?

"Sirloin salmon," which I see ad-  
vertised locally, must be, paradoxically,  
the kind you don't beef about.

There may be grounds for the price  
of coffee.

Satan, they say, usually feels like  
the devil.

Neat word-coinage by Buick:  
"Lubricare."

"Every one of the sensational new  
1950 Blank Refrigerators feature the  
famous Blank, etc." It do?

A loping deer is also "a fast buck."

Having made his debut on We, the  
People, Midnight, the singing mouse,  
will try for an operatic career.

Making a lot of noise doesn't con-  
stitute a sound argument.

To a bad driver, every pole is a  
magnetic pole.

A storm-window salesman on the  
radio wants us to have "healthier"  
homes. A sick and complaining house  
is no bargain, that's for sure.

In politics, there's a wide difference  
between a platform and a scaffold.

Tee-shirts are not restricted to  
golfers.

The Mrs. says her aunt, just out  
of the hospital, is doing better than  
she anticipated.





These two publications

# Shorten the Sales Steps

between Your Factory and Millions of Consumers

There are just two important steps to successfully and economically sell your product in the multi-billion dollar building market:

1. **SELL THE DEALER.** If the dealer doesn't carry or doesn't know about your product, he can give his customers a dozen reasons why the product he *does* carry is just as good or better.
2. **SELL THE BUILDER.** Tell him how your product is used, what it will do for him, its advantages, etc.—because if the builder doesn't know your product, he'll switch the owner to the product he *does* know.

When you have taken these two simple sales steps, you have covered the key factors *controlling* the sale of your product. Unless you have *both* the dealer and the builder on your side, it's **NO SALE.**

The consumer can't hope to be an expert on insulation, roofing, flooring and hundreds of other products. He *must* rely on the judgment of his

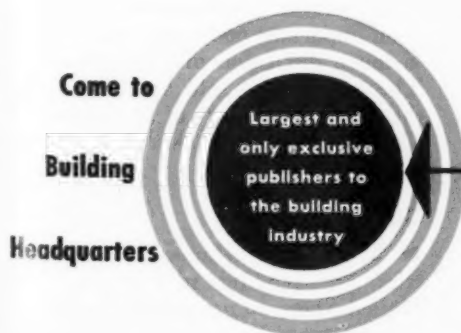
local building experts—the dealer and the builder. And he *does* rely on them because they stand back of their recommendations.

To sell these key sales factors—and keep them sold—talk the “how to sell more—how to make more money” language of the dealer (and his wholesaler) in **BUILDING SUPPLY NEWS.** And talk the practical “how to do it” language of the contractor and builder in **PRACTICAL BUILDER.** You need *both* BSN and PB, because each is individually tailored to serve the specific job interests and problems of its own class of readers.

That's why more dealer and wholesaler *establishments* subscribe for BSN—why more contractors and builders read PB—why your advertising dollar buys *greater buying power*—when you take these two important steps that shorten the sales distance between your factory and millions of consumers.

**INDUSTRIAL PUBLICATIONS, INC., 5 South Wabash Ave., Chicago 3, Ill.**

For over 33 years exclusive publishers to the Building Industry, also publishers of BSN Dealers' Directory Issue, Building Material Merchant & Wholesaler, Brick & Clay Record, Ceramic Industry and Ceramic Data Book



To sell contractors and builders who do residential, commercial, industrial, rural and remodeling work

## PRACTICAL BUILDER

MORE CONTRACTOR-BUILDER CIRCULATION THAN ANY OTHER PUBLICATION

To sell the top dealers and wholesalers who supply the multi-billion dollar construction market

## BUILDING SUPPLY NEWS

DEALERS PAY MORE MONEY TO READ BSN THAN ANY OTHER PUBLICATION

# PEP UP

## YOUR SALES MEETINGS!

Why run the risk of putting your sales force to sleep . . . when you can so easily and economically instill in them renewed enthusiasm for your plans and products?

Your presentations can be dramatically and forcefully effective through the use of film.

Let the William J. Ganz Company breathe life into the material for your next sales meeting.

We are prepared to work 24 hours a day—and guarantee delivery, on time—even on extremely short notice!

**WILLIAM J. GANZ  
COMPANY**

40 East 49th Street, N. Y., N. Y.  
ELdorado 5-1443

## St. Petersburg Likes the NEWS and ADVERTISING Fresh Every Morning

That's why The TIMES is FIRST in the affections of readers who want to know what's new and where to buy it, AND, with advertisers who want to tell them about a better buy.

### AND REMEMBER:

1949 was this Sunshine City's biggest year.

1. We grew up and OVER the 100,000 population mark.
2. New construction topped all previous years.
3. Bank deposits and clearings at all time highs.

**ST. PETERSBURG—FLORIDA**

Daily **TIMES** Sunday

Represented by

Theis & Simpson Co., Inc.

New York Detroit Chicago Atlanta  
V. J. Obenauer Jr. in Jacksonville, Fla.

# WASHINGTON BULLETIN BOARD

## CONGRESS

► May 1 is the date on which the House Ways and Means Committee hopes to report its tax bill—the one cutting excises. That date is merely for the Committee report. A reported bill must await its turn for debate on the floor. After it is debated and passed it must go to the Senate. It's hard to see how the reductions can be put into effect before summer.

The Committee spent a long time on groundwork—the part of the bill to raise revenues by one means or other. That was harder and had to precede taking up excises themselves.

► The Celler Committee, which is investigating monopoly laws, will open up soon on particular industries and companies. Among those to be covered are the top companies in steel, oil—and soap.

Some Committee members seem pretty definitely to favor such a course as this: First dismember the larger companies. Then get rid of the laws that dampen competition; that is, the Tydings-Miller and the Robinson-Patman Acts. In the absence of large companies, the Government could afford to be less watchful.

## CENSUS

► You may find this catch in the population Census returns. All over the country local governments have been expanding their corporate limits in order to make a better showing and, especially, in order to come through with higher percentage increases since 1940.

► The Bureau got 7,000 orders for ads, backing the Census, sponsored by the Advertising Council. It shipped 87,000 street car and bus cards.

► Notice that enumerators will ask every fifth family whether it owns a television set. County figures to be published later will disclose the actual TV territory, which now merely can be estimated from the presence or absence of broadcasting stations.

► Returns from the Business Census, that is, distribution outlets, are now coming out. Here are some of

the main differences between the present figures and 1939's:

1. Less detail on payrolls and employment.
2. Rougher classifications of occupations.
3. Data on trucks being operated.
4. Some of the data are based on samples, notably, inventories, trucks, credits, payables, payroll figures.
5. New data on bad debt losses of wholesalers.
6. Fuller analyses of the operations of leased departments.

► A new pamphlet on "Income of Families and Persons in the United States: 1948" has appeared. In writing the Bureau for it, mention both the title and "Series P-60, No. 6." Among its findings:

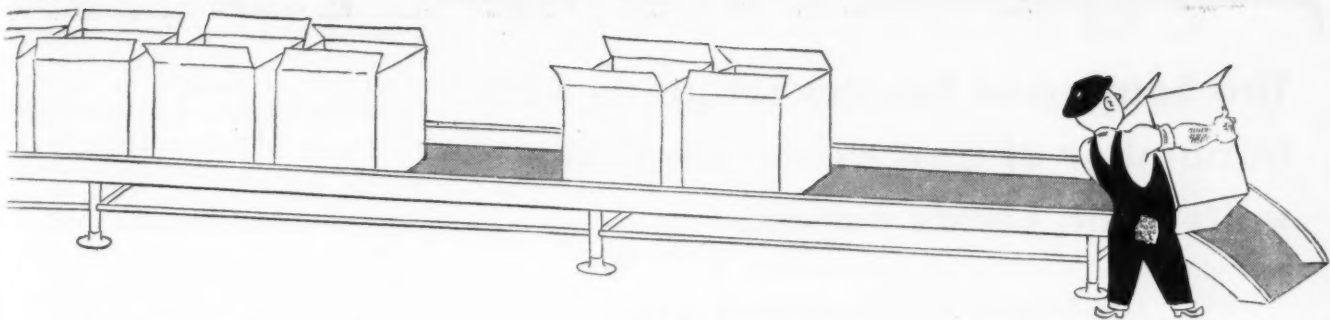
1. Eight million families are in the \$5,000 and higher bracket.
2. The median family income was \$3,200, up \$150 from 1947 and \$600 from 1945.
3. Median income in large cities is \$3,300. In small towns, the figure is \$2,900, and farm families \$1,800.
4. The five largest cities include 13% of the population but 17% of the families in the \$5,000 and higher bracket. On the other hand, 37% of the population live in farm territory but only 27% of the \$5,000 class. This affects differences in medians.

The pamphlet contains breakdowns with respect to sizes of families, number of earners, occupations of heads of households, etc.

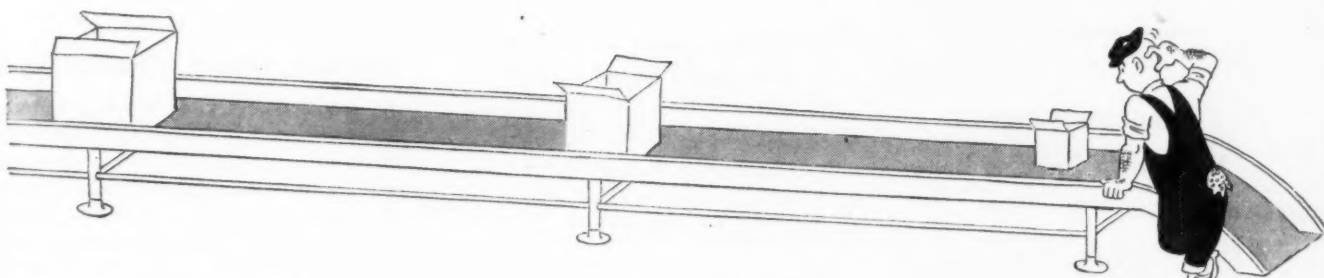
► Descriptions of each of the 453 industries into which manufacturing plants are classified in the 1947 Manufacturers Census have just been published. The pamphlet also contains figures showing the extent to which the designated industries control shipments of their own primary products—an important point now that there's so much discussion of Concentration. The pamphlet is sold at 25 cents by the Superintendent of Documents: "MC202, Industry Descriptions."

## COMMERCE

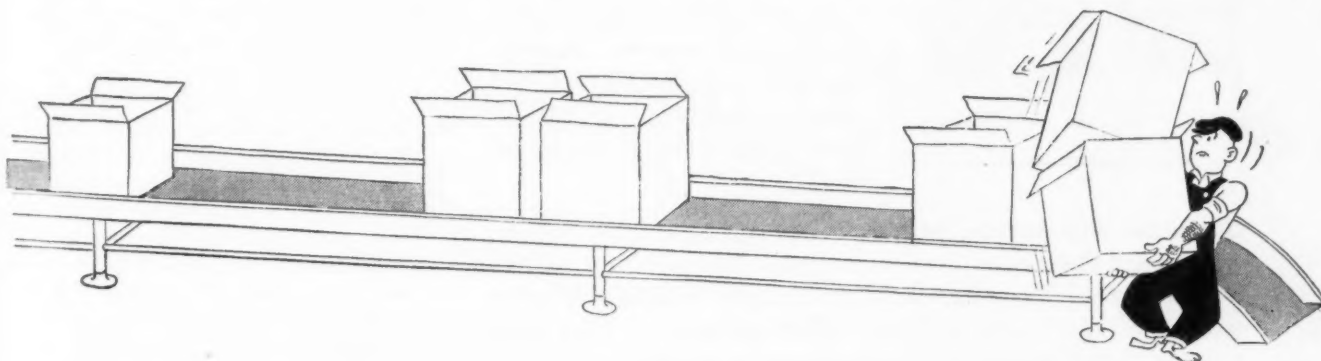
► Most of the Marshall Plan countries are sending missions to the United States to get a line on American sales methods. Sales clubs that



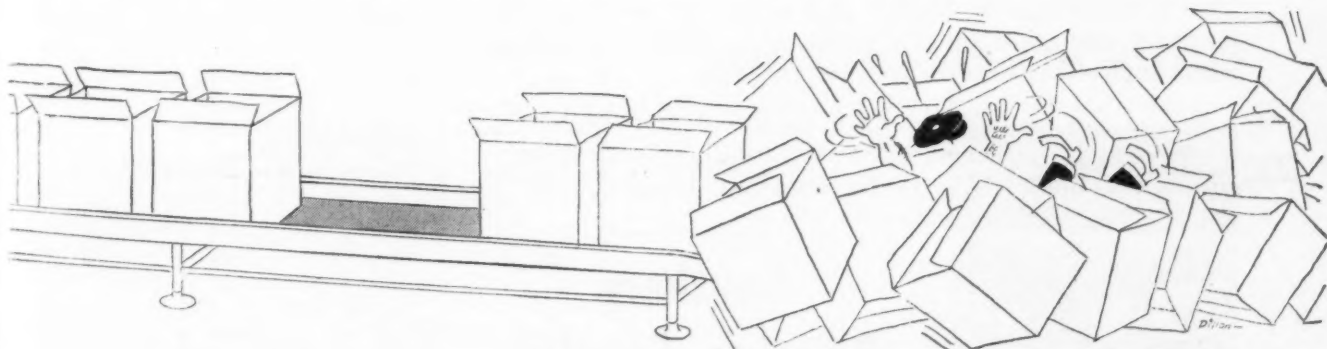
*Some companies . . . . . had always . . . . . assumed that . . . . .*



*. . . . a seasonal decline . . . . . in sales . . . . . was inevitable . . . . .*



*. . . . until they . . . . . advertised in . . . . . Holiday . . . . .*



*. . . . and discovered . . . . . that it . . . . . wasn't!*

HOLIDAY retail promotions have broken records in all four seasons and in every state . . . 5,686 major promotions in America's leading stores, in the last four years.

**HOLIDAY . . . the most MASSive CLASS market in the world!**



## The South and Southwest gains 30% in number of new urban dwelling units built. Leads nation.

Manufacturers of all products sold through lumber and building supply dealers should concentrate their sales efforts in this valuable market during 1950.

### PERCENT INCREASE New Urban Dwelling Units

(11-mos. 1949 over 1948)

SOUTH & SOUTHWEST...up 30%

Rest of U. S.  
up 8.6%



This latest report from the U.S. Department of Labor covers the first 11 months of 1949. In dollar volume, total urban building for the South and Southwest boomed beyond \$2 BILLION!

In one major metropolitan area alone, housing authorities estimate 1950 construction at 12,000 dwelling units. Similar spot-reports throughout the South-Southwest clearly indicate sustained good business in all building supply lines.

Get wider distribution for your line in this market. Quickest way to win dealer acceptance and influence sales is through *Southern Building Supplies*. It is read by 9,220 retail and wholesale lumber and building supply dealers in 3,685 cities and towns throughout 19 Southern and Southwestern states.

Use *Southern Building Supplies* to blanket the all-important communities of 25,000 and under as well as this market's metropolitan areas. No other trade publication offers such effective coverage in this region.



Schedule regular space — capitalize fully on your great Southern sales opportunity.

## Southern Building Supplies



806 Peachtree St., N. E.,  
Atlanta 5, Ga.

want to help should get in touch with the nearest field office of the Department of Commerce, which will escort visitors. It's also the Department that should be contacted by a local club that wants to date one of the mission chiefs for a luncheon speech.

Members of the missions, it's said in Washington, are often in a position to do business; that is, to appoint American companies as sales agents for European lines, etc.

The French mission will be in New York City May 15, staying there for two weeks. Dates haven't been fixed yet for the others. Incidentally, their routes will be changed in response to sales managers invitations.

### FEDERAL TRADE COMMISSION

► A recent FTC order underlines a little noticed point in the well-known Morton Salt decision, which prohibited cumulative quantity discounts. An order to F & V Manufacturing Co. bars discriminatory prices where the difference is more than 10%. There was no evidence of injury on differentials less than that percentage. In the Morton Salt case, the Court upheld FTC's power to set such dividing lines.

► The D. C. Court of Appeals trimmed the Commission's powers in preventing misleading advertising. A patent medicine may cure some rare defect, the symptoms of which however are prevalent. The ad must state conditions under which cure is possible, but may omit saying that they hardly ever happen. The case is "Ada J. Alberty vs. FTC." Appeal is anticipated though no decision has been made on the point. If the decision stands up, there may be some attempts, originating in Congress, to amend the law.

### TREASURY

► Bureau of Internal Revenue has published "Employers Tax Handbook," which you can get by writing the Bureau. Here's part of the definition of "employee" with respect to Social Security, etc.

"An employee is any individual who performs services subject to control by an employer both as to what services shall be performed, and as to how they shall be performed. It does not matter that the employer permits the employee considerable freedom of discretion and action, so long as the employer has the *legal right* to control both the method and result of the services."

# SIGNIFICANT TRENDS

As seen by an editor of SALES MANAGEMENT for the fortnight ending April 15, 1950

## A BIRD IN THE HAND

According to the proverbs, it's always worth two in the bush. One famous advertiser, W. W. Wachtel, president of Calvert Distillers Corp., in a recent talk stated:

"We are now experimenting with a newspaper advertising program in California designed to secure preference for our brand *right now*. Under present greater competition in our industry, long range advertising must play a secondary role in the total company advertising picture."

## TIME FOR SHAKEOUT?

In two years immediately following the close of the war, when there was a huge pent-up demand for just about every manufactured product under the sun, many a company took on new dealers as fast as expanding production would allow. Now the trend is reversing itself.

Especially for firms manufacturing specialty products requiring a substantial amount of creative selling effort, such action was inevitable. Too widely-spread distribution is fully as wasteful from the standpoint of sales costs as too-thinly-spread distribution. A dealer who has six competitors within 12 square blocks will never stock, promote and sell as he would if he had some degree of territory protection.

Too many stores were opened early in the post-war period by men who had too little management know-how to stand the pressures that have developed with the return of a buyers' market. Some of these will continue to survive on a shoestring so long as our economy retains its present strength. But many of them will be bad credit risks, and many will fold their tents with the first change in the economic winds. So the trend on the part of manufacturers toward weeding out the weak sisters and bending all effort toward building up the better dealers is bound to continue. The need for keeping a firm hand on sales costs makes it inevitable.

## 1950 vs 1929—NO COMPARISON

In a chat with one of SALES MANAGEMENT's editors, Robert E. Wilson, chairman of Standard Oil of Indiana, expressed the belief that the current economic state of the nation bears little resemblance to the conditions which preceded the collapse of prices and purchasing power in late 1929.

Taking his own company as a case in point, he pointed to these facts: In 1929 stock of Standard Oil of Indiana was selling at \$57 while its book value was \$40. In 1949 it sold at around \$40, yet its book value was \$70. The income and earnings trends, past-war, he said, seem to indicate health. He offered this comparison of 1949 figures, versus 1945:

	1945	1949
Total income .....	\$627,626,612	\$1,170,283,161
Net earnings .....	50,340,476	102,668,228
Total dividends paid ....	22,927,295	38,045,963

Mr. Wilson's air of quiet confidence is a reflection of the story those statistics tell.

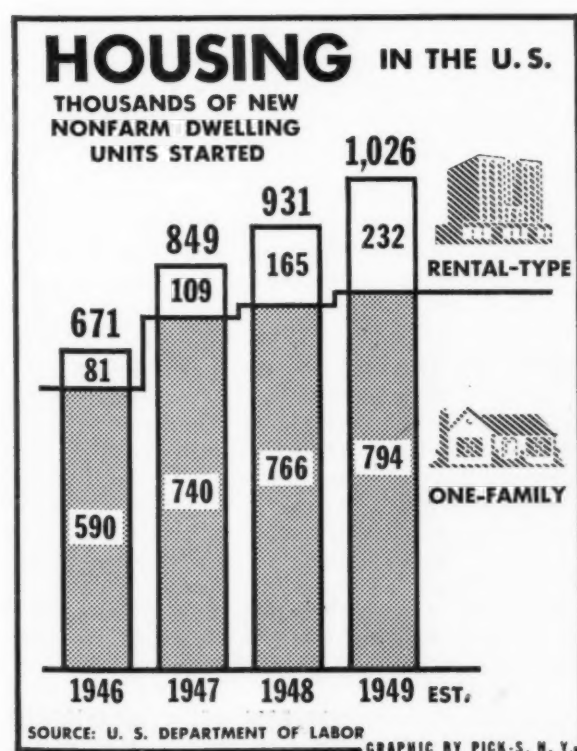
## FORGOTTEN MAN—THE INVESTOR

United Air Lines has distributed a newsworthy little booklet to all company employees in which President Patterson talks about the firm's three-fold responsibility to employees, stockholders and the public. In it he has some pertinent things to say about the forgotten man—the investor.

We think this part of the booklet worth quotation. It is headed "There Are 2 'Pay Windows' in United, but One Has Been Closed Most of the Time." Excerpts from the copy:

"The investors' money is meaningless unless there are employees to make it productive. And seldom are there good jobs in business without the investor to buy the tools with which employees work. Thus we have an inseparable partnership of employees and stockholders.

"All partners must be compensated if their business is



to succeed. United has two 'Pay Windows.' At one, employees receive their wages and salaries. At the other, stockholders can expect to receive a fair return on their investment which makes our jobs possible.

"The employees' pay window has always been open—if it should close, the employees would naturally quit."

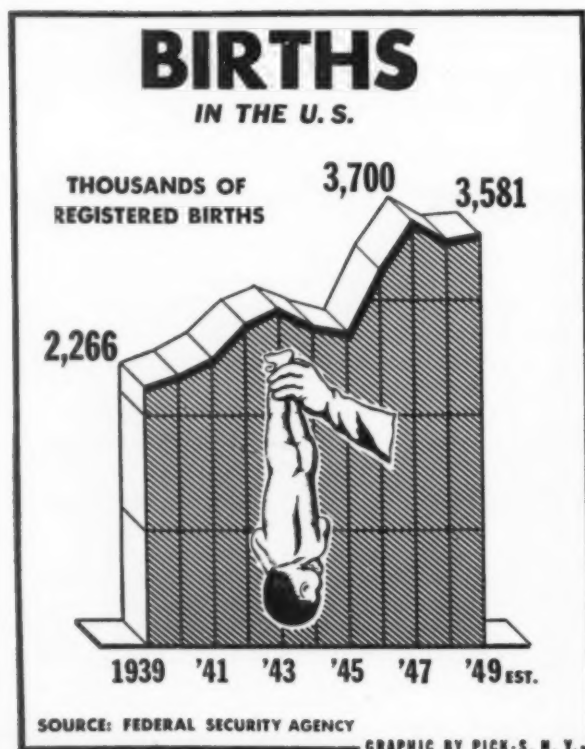
"However, the stockholders' pay window has been open only five times in the last 16 years. Unless we open that window and keep it open, our stockholders will quit and invest their money elsewhere. . . . In 1949 . . . we made a net profit of \$2,249,405. That amount was not sufficient to justify dividends to our stockholder partners, because losses in previous years weakened our financial strength and therefore our earnings were retained to reestablish our financial position."

"United Air Lines must make an adequate profit. The average net profit of most successful companies is at least 7% of capital investment. (In United's case in 1949, that would have meant a net profit of \$5,700,000 instead of the \$2,249,405 we actually earned.) That amount of profit would insure opening the stockholders' pay window and keeping it open."

## "FIGURES DON'T LIE BUT . . ."

Considerable research merely reinforces pre-conceived ideas. *Economic Intelligence*, issued by the Chamber of Commerce of the United States, has this to say about a bit of research:

"Perhaps the most subtle way of juggling figures involves selecting the appropriate definitions of the terms to be used, and then compiling perfectly accurate statistics to fit the terms."



"A recent example is the report by Secretary of Commerce Sawyer on the degree of industrial concentration in 453 industries. Figuring the percent of sales in each industry made by the four largest companies in that industry gave Mr. Sawyer an 'index of industrial concentration.'"

"The question is, how were the 453 industries determined? Most people assume that an industry is an industry, until they start trying to define it. Take an example: If we set up a 'bread and other bakery products' industry, we find more than 6,000 companies, with the top four producing less than 20% of the output. But if we separate out (as Mr. Sawyer did) the biscuit, cracker, and pretzel manufacturers, we have 249 companies with an index of concentration of 71.5%. This process could be carried on indefinitely, by narrowing the definition. If we chose to make Nabisco Wafers a separate classification, we would find one company selling 100%."

"Here is a typical anomaly in the Sawyer Study. The huge automobile industry is all lumped together—autos, trucks, parts. The much smaller aircraft industry is divided into four separate industries: Aircraft, engines, propellers, and parts not elsewhere classified. All railroad and streetcar equipment is lumped into one industry; 'hardwood distillation' and 'softwood distillation,' with less than 30 companies in each, are separate industries. Dolls are not part of the toy industry, but form a separate classification; cane and beat sugar are separate, but all steel is one industry."

## CAPITAL OUTLAY TO DROP

Expenditures for new plant and equipment in 1950 will be about 11% less in 1950 than in 1949, according to a survey just released by the Department of Commerce and the Securities & Exchange Commission. Capital outlays are expected to total \$16.1 billion in 1950 as compared with \$18.1 billion in 1949, and \$19.2 billion in the peak year of 1948.

It is estimated that declines will take place in each major industry group. Railroads and other forms of transportation anticipate capital expenditures will be 32% less. On the other hand, spending by electric and gas utilities and manufacturing concerns will be down only 6% and 7%, respectively, below 1949.

As SALES MANAGEMENT's Board of Judges point out four times each year (SM, April 1, p. 132), sales opportunities vary widely from industry to industry, whether business is declining or increasing.

**Significant Shorts:** A department store's average gross sale in 1949 was \$4.41, down from \$4.95 in 1948, according to the Bureau of Labor Statistics . . . More Phi Beta Kappa keys are coming into view as the single-breasted suit (worn without vest) stages a comeback after an eight-year eclipse . . . the 1950 edition of Business Booms and Depressions Chart is available for the asking from U. S. Steel Supply Co. . . . A weekly traveling expense record listing all deductible expenses by day and by city along with "Income Tax Regulations for Salesmen" has been issued to members of the National Association of Women's & Children's Apparel Salesmen.

**JOHN H. CALDWELL**  
Ass't. Managing Editor

SALES MANAGEMENT



# Who Killed Waltham?

BY LAWRENCE M. HUGHES

Truman, Congress, RFC, Swiss imports and banks get blamed. But blind, dumb or greedy policies of successive managers—who "economized" on product quality, undermined sales and advertising, and wrecked dealer and consumer relations—all stabbed at the heart of America's oldest watch maker.

A 100th birthday party should be something special.

To Boston's Copley Plaza hotel on Friday evening January 6, 1950, Waltham Watch Co. brought the 38 members of a newly reconstituted sales force to celebrate. The men saw a Centennial line of watches and heard plans for strong and consistent promotion.

The watches were of 19 jewels, and yet would retail at only \$39.75.

The advertising theme would be, "The first American watch in 1850, launches another Waltham first in 1950."

The eloquence of President John J. Hagerty\* and Vice-President Teviah Sachs was supported by market and coverage data from executives of *Life*, *Time* and *The Saturday Evening Post*—which had been scheduled as part of a record \$500,000 advertising and promotion program for this centennial year.

But while the speakers talked glowingly of Waltham's second century, the shades of the first century walked uninvited into the banquet hall.

Although as an organization of different forms and a dozen different names Waltham Watch Co. went back to 1850, the salesmen knew that as a business it had been restored by Reconstruction Finance Corp. to its 1,200 owners for only 100 days—since September 26, 1949. They knew some of the things that dealers and consumers and bankers and rival watch makers thought of Waltham—things that would take more than strong words or even good watches to change.

But because they were salesmen,

they went out and sold. For the rest of January they were busy throughout the country, making new friends for Waltham among jewelers and restoring old friends. In three weeks they sold 15,000 Centennial watches.

Then, on Friday, February 3, they read a newspaper headline: "Waltham Watch Forced to Close."

At four o'clock that afternoon the old red brick plant which had sprawled for 10 decades along the left bank of the Charles River at Waltham, Mass., laid off its last 1,231 employees. Then the company filed a petition in bankruptcy. The new owner of all that was left of Waltham was the RFC.

## National Concern

This apparently final closing stirred news and controversy out of all proportion to Waltham's size or importance. For years, in fact, Waltham's troubles had become a matter of national and even international concern.

They had reached Washington, where legislators not only from Massachusetts but from Pennsylvania, Illinois and Nebraska had sought to save Waltham. Senator Fulbright of Arkansas has been blamed for its troubles. So has Chairman Hise of the RFC. So, at one time and another, has President Truman and the late President Roosevelt.

And so has the little nation of Switzerland (pop. 4,500,000), whose people make more watches than those of any other country, and for whom watches and parts have become a substantial part of all their export trade.

Before charging any of these, or others, with Waltham's murder, it might be pointed out that, legally

and economically, Waltham Watch Co. is not yet quite dead. Federal Judge George C. Sweeney of Boston, who granted the bankruptcy petition, set a deadline of April 10 for filing reorganization plans. At this writing, several groups are reported working on them—among them the present trustees, attorneys Daniel J. Lyne and C. Keefe Hurley and former Boston city judge Jacob J. Kaplan. The RFC itself is said to have considered operating the plant, and two other watch companies may put in bids for it.

But as the evidence presented in this piece may convince you, any successor, to succeed, would have to be wholly unrelated to the Waltham that was. A new company or a new division of another company would have to be erected on Waltham's red ashes.

Did the RFC kill Waltham?

A lot of New England fingers are being pointed at it. In January, 1949, the RFC finally was induced to come to Waltham's aid. But the accusers say that RFC then loaned Waltham only enough (\$4,000,000) to pay off loans to the banks, and failed to come through with \$2,000,000 more promised for working capital. As the *Boston Traveler* put it: RFC loaned enough to "haul Waltham off the rocks" but "not enough really to float it."

Why did the RFC renege?

Probably it wondered about the safety of the \$4,000,000 already loaned. Last February Waltham's total assets were listed at \$7,555,000. But its direct collateral for the \$4,000,000 loan was valued at only \$340,000, and the plant at \$2,100,000. Its cash then was only \$100,000.

\* He resigned this month to rejoin RFC.

and receivables \$615,000. Most of the assets were in finished goods, \$2,200,000, and work in progress, \$2,200,000. These last two would indicate either that John Hagerty had been highly optimistic for sales, or that the watches had become a drug on the market. In either event, the figures were not accurate. Like anything else, watches are worth what they will command.

Chairman Harley Hise of the RFC recently has been subject to a lot of cross-pressures. On the Waltham loans, for example, a strong pro-pressure had developed from Massachusetts and other members of Congress and even from the Cabinet—from Secretary of Labor Tobin, a staunch Bay Stater. But Senator J. William Fulbright of Arkansas had decided that RFC was throwing the people's money around too freely, to such concerns as Lustron, Northwest Airlines and Kaiser-Frazer. He got the Senate to give him \$50,000 as chairman of a special subcommittee to "study" RFC.

With the Fulbright committee on his tail, probably Hise didn't dare come across with the \$2,000,000 for little Waltham.

### Harry Truman's Callers

But the saviors of Waltham had gone to higher places. At the same and different times, Harry Truman's callers have included Mayor Devane of Waltham, Mass., Mayor Miller of Elgin, Ill., Mayor Cary of Lancaster, Pa., various legislators and politicians, and Walter W. Cenerazzo, president of Waltham Watch Makers' Guild.

Elgin watches are made in Elgin and Hamiltons in Lancaster. These two, with Waltham, were the sole survivors of some 44 "American" watch companies that had been launched in the last 141 years. All other jeweled watches "made" here, by some 400 companies, are assembled from Swiss movements, or are Swiss watches sold virtually as imported. Largest of these "American-Swiss" producers are Bulova, Benrus, Longines-Wittnauer and Gruen.

Harry Truman listened sympathetically. But as yet he has done nothing to modify a reciprocal trade agreement first put into effect in 1936, under which the Swiss have "flooded" America with their products—enabling assemblers here to sell watches at an average of \$4 less than what it costs Elgin, Hamilton and Waltham to make them.

The President also was told that Waltham's facilities for making pre-



**BRIEF TENURES:** The spending policies of Ira Guilden (left) are said to have led Waltham back into the hands of the banks. Paul Johnson (right) couldn't get things organized fast enough to keep the banks from moving in.

cision instruments have served the nation in two World Wars and will be needed in a third. He seemed to agree. But privately, perhaps, he sides with those who contend that (1) Waltham's facilities no longer are what they should be for work involving tolerances up to 1/1,000,000th of an inch; (2) Elgin and Hamilton are fully qualified to do whatever may be needed.

When the Waltham plant closed on February 3, the *Waltham News-Tribune* blamed Truman—who "has promised much" and "given less than nothing."

Labor leader Cenerazzo sent the President a 1,000-word personal telegram: "Unless you act quickly, a company essential to the national defense will die."

More active and vociferous than some of its recent managers in trying to get federal help for Waltham, labor leader Cenerazzo also has been carrying on a full-scale campaign against Swiss competition.

Did the Swiss kill Waltham?

Watchmaking began in Nuremberg, Germany, about 1,500 A.D. Two centuries later the English took over watchmaking leadership—only to lose it, about 1840, to the Swiss, who have been first throughout the world ever since.

Swiss watchmaking is now cartelized. The government decides who may enter it and how much each shall make. Since World War II the Swiss industry's 100-year-old invasion of this country has been supported by a more than \$2,000,000 advertising and publicity campaign through Foote, Cone & Belding.

But the Swiss were doing well here

without it. Just prior to this war, Elgin, Hamilton and Waltham sold about 2,000,000 of the 5,000,000 watches bought here annually. From 1941 to 1945, while these three were engaged predominantly in war work, Swiss imports multiplied. The result was that, between 1940 and 1948, although these three could not quite double their combined volume, from \$26,000,000 to \$48,000,000, Bulova, Benrus and Longines trebled theirs, from \$21,000,000 to \$67,000,000. And a lot of other "Swiss" importers are thriving.

Labor gets about 90% of watch-making costs. Swiss watchworkers are paid less than half as much as American. Elgin and Hamilton have moved to meet this disadvantage by better production methods. In 1949 alone each of them spent about \$800,000 for this purpose. In 10—even 30—years Waltham has spent virtually nothing.

### Other Companies Advertise

While Waltham cut out advertising during the war, and has come back to it only spasmodically since, Elgin and Hamilton advertised moderately, but consistently. Bulova and Benrus, however, each has been spending several times as much as the entire "American" industry combined.

Aided by a \$5,000,000 a year campaign, Bulova has passed both Hamilton and Elgin in sales volume. Bulova's net profit today is nearly twice as large as Elgin's and Hamilton's combined—\$5 against \$3. Bulova in its fiscal year ended March 31, 1949, earned about 10% on sales, Hamilton earned about 7%, Elgin less than 6%.

Both presidents R. M. Kant of Hamilton and James G. Shennan of Elgin have urged the need for more flag-waving, and Kant especially put his finger in the dike to hold back the Swiss flood—which he said is now arriving, in 17-or-more jeweled watches alone, at the rate of 5,500,000 units a year. In 1949 he noted that “importer after importer unloaded large quantities of unabsorbed Swiss watches.”

### "Not I," Say Swiss

Neither Elgin nor Hamilton relies too much on Washington to pull it through. As long as these two companies continue, the Swiss have basis for their denial that *they* killed Waltham.

They also told SM of certain alleged errors in facts and figures used against them, and certain conclusions drawn therefrom.

Between 1940 and 1949, the Swiss say, total U. S. imports of *both* jeweled and cheap watches from Switzerland increased from \$40,000,000 to \$70,000,000. Only 60% of all jeweled watches sold here today are Swiss in whole or part, and 95% of the imports are movements. For every \$1 spent by an American buyer on a “Swiss” watch, 88 cents stays in this country.

The Swiss (say the Swiss) have guts: Little Switzerland stands on its own feet—not only refusing Marshall Plan aid but actually “contributing more per capita than the United States to the recovery of Western Europe.”

The Swiss are humane: When Waltham got into plenty trouble in December, 1948, they offered several times to lease scarce machinery to modernize its production methods. But Hagerty's regime never acknowledged these offers. Some Swiss equipment, requested by an earlier management, is “still gathering dust in a corner of the Waltham plant.”

The Swiss are businesslike: Waltham should have put its house in order on receipt of the first RFC loan. The Swiss would never have done (or failed to do) anything like that. The Swiss in fact are convinced that, not competition, but sloppy production methods, inferior workmanship and styling, and stupid sales methods led Waltham to debacle and demise. To them it is a case of suicide.

Still, they neglect to point out that nearly all the \$4,000,000 lent Waltham by RFC went to pay off other loans from banks. Waltham still lacked capital to get needed things done.

Maybe the banks killed Waltham?

There's evidence to prove them at least accomplices. It will be submitted

later in this inquiry. But no outside factors can be blamed wholly or even primarily. Down through the years those who led Waltham sowed the seeds of its own disintegration.

The first fact is that Waltham got into watchmaking early, on a good idea.

Aaron Lufkin Dennison had vision and energy, but no money. He looked like a gray-bearded Abraham Lincoln—the same patient blue eyes, the big nose, the firm mouth. He had worked in jewelry stores and learned about watches, had talked with British and Swiss watchmakers, and become convinced that with mass production watches could be made in this new country at “one-half the cost of British imports.” His inspiration for mass production came from a visit to the United States Armory at Springfield, Mass., where Eli Whitney had introduced musket manufacture on interchangeable parts.

The original money—\$30,000—was provided by Edward Howard and David P. Davis and Howard's father-in-law, Samuel Curtis. Dennison, Howard & Davis was formed at Roxbury, Mass., in 1850. Dennison was to get a one-third interest for his knowledge of watchmaking.

### Watches Had "Bugs"

Scanty resources and the high interest rates then prevailing in the capital market forced the partners to try to make money fast. There were plenty of “bugs” in the early watches and in the methods Dennison devised for making them. The Roxbury plant was found too small for mass production. In 1854 the partners moved to Waltham, 10 miles from Boston. There they also formed a paternalistic “community” for their 90 employees.

Both Dennison and Howard sold to jewelers they knew. Davis seems to have been a silent partner. The partners worked hard and made some progress. But the business was just getting under way when the panic of 1857 hit it. Waltham went into its first receivership. Royal Elisha Robbins bought it for \$56,000.

Robbins had done well as a watch importer and distributor. A “practical,” conservative man, he needed Dennison's imagination. Although the two never could see eye to eye, Dennison continued for a time as plant superintendent.

The new controlling owner of Waltham made money on it two ways at once. He not only ran the manufacturing company but through Robbins & Appleton, exclusive sales

(Continued on page 116)



**EXIT HAGERTY:** Shortly after this analysis was written John J. Hagerty (r.) resigned as Waltham president to re-join the RFC. Teviah Sachs, vice-president in charge of sales and advertising, was still nominally on the job.





1.



2.

## They're in the News

By Harry Woodward, Jr.

3.



**3. ALL HAIL . . .** Sun Oil's Samuel B. Eckert . . . a gentleman who knows the difference between a rut and solid bedrock . . . a gentleman who makes a decision and then sticks to it . . . a gentleman, in point of fact, who, because of the contribution he has made to the development of marketing facilities and policies of his company, has been singled out for the outstanding marketing award made in the U. S. He's been given the 1950 Parlin Memorial Award, this man who has never worked for anyone but Sun Oil and who has given more than four decades to the company of which he's vice-president in charge of marketing. Sam Eckert, a native Philadelphian, graduated from Cornell with an engineering degree. He began with Sun in the Marcus Hook Refinery, carried on considerable experimental work in the conversion of natural gas into liquid fuels, became chief engineer at the Refinery within a year. Never a man to waver from a purpose, the one big deviation in his career came when he asked to be transferred to the company's sales division. Four years later he was general sales manager.

**1. THE FIRST TOUGH ASSIGNMENT . . .** with International Cellucotton Products Company was Harry Meyer's big chance. ICP sent him to Pittsburgh to straighten out a tough policy problem. He unraveled the tangled knots so competently that he *had* to make good from there on. Today he's the new vice-president in charge of sales for the company, after 18 years service under the ICP banner. On the way up he's been merchandise manager, direct-sales manager, Grocery Division manager, wholesale sales manager, and field sales manager. By 1943 he was general sales manager and three years later found himself on the board of directors . . . He began in sales, had put in seventeen years of active selling before he came to ICP and after he got out of Lewis Institute. He doesn't like to talk about himself or his business achievements, but he waxes voluble on the subject of three kids. They're Barbara, Penny and Stephen, the children of his only son. Belongs to a couple of country clubs but says he can take his golf or leave it.

**2. HE UNDERSTANDS FARMERS . . .** does R. S. Stevenson. And well he might. For 17 years, since he joined Allis-Chalmers, he's been calling on them and the dealers who serve them, to sell and to study their needs. The field work—no pun intended—has served him and his company well. Recently Allis-Chalmers told him he was its new general sales manager . . . Mr. Stevenson joined A-C in '33 as a salesman, working out of Kansas City, near the great corn belt where tractors are as staple as the land itself. Two years later he had chalked up such a record that the company transferred him to the Milwaukee home office as assistant Southwest Territory manager. Later that year he became manager of the big Northwest Territory which extends into Canada. He regularly covered the territory, teaching the salesmen all he knew about farmers, tractors, dealers and people in general. After that he took over as manager of the Southwest Territory, which makes him a sort of Southwest by Northwest authority!

4.



**4. TOP MAN ON THE TOTEM POLE . . .** the totem pole of women's fashions, that is. It's a field in which only high heels generally dare to tread. But Al Citron, the spit-in-their-eye-and-make-'em-like-it publicity director and advertising head of Koret of California, one of the U. S.'s largest sportswear manufacturing firms, doesn't let it worry him. He simply continues to turn out bang-up advertising campaigns and promotion stunts. (One of his stories is on page 105.) Eastern visitors are always disconcerted when this barrel-chested young man with the heavy baritone booms out the latest idea in the bare-but-covered whims of Spring fashions. Al joined Koret a mere three years ago after a long hitch with the Navy. Swears he's learned about women from what they want to wear. Before the Navy this man in a woman's world was assistant in charge of pricing and price regulations at Saks-34th Street, the NYC department store. His hobbies indicate a defense reaction to his career: cabinet wood-working (in a professional class), oil and water color painting. He says, "The fashion business . . . nothing like it!" With that he lets you draw your own conclusions.

# Linoleum's Out of the Kitchen: Better Styling Did It

Based on an interview by **ELSA GIDLOW**  
with executives of *The Paraffine Companies, Inc.*

Freshly designed "California Originals," offered to the market in 1947, are already outselling all other linoleums in The Paraffine Companies' line. The new linoleum is higher priced, but it sells in bigger units, and Mrs. America is buying it with an open hand for living, dining and bed rooms.

Once upon a time linoleum was considered very serviceable in the kitchen, later in the bathroom, but rarely allowed in other rooms of the home. Now it is gaining freedom in some of the best houses and has taken on new style importance in the floor covering field. At least, a new and different linoleum called "California Originals" is in that happy situation—and bent on staying there.

"California Originals" is a linoleum which started as a limited specialty line put out by The Paraffine Companies, Inc., and in less than two years it has become that company's major linoleum product—but not by happy accident.

F. I. Kerr, sales manager of the Paraffine Floor Covering Division, says: "For many years the linoleum industry advocated use of linoleum in every room in the home but made little headway."

The reason the industry worked hard to extend the residential market is obvious. To take the firms' "Pabco" linoleum sales records alone, over 90% of the linoleum sold for residential use went into the kitchen and the bathroom, the two smallest area rooms in the home. Yet linoleum had a list of advantages no other floor covering could match. Ease of maintenance, sanitation, insulation, to name a few, were advanced, stressed, and advertised by industry leaders, including Pabco and well-instructed dealers. The public remained cool.

"After we had spent considerable

effort and advertising dollars unsuccessfully to advocate wider residential use of linoleum, we decided to analyze the reasons for our failure," Mr. Kerr explains.

That analysis indicated to Pabco officials that they had failed to extend linoleum beyond the kitchen door because "we had failed to give homemakers a linoleum styling appropriate to other rooms in the home."

For the past 12 years most linoleum patterns sold for residential and institutional floor covering have been of marbled design. Because it sold in such tremendous volume the industry assumed people liked it very much. They went no further.

After preliminary surveys made prior to the war, Pabco's executives came to the conclusion that women were not buying marbled linoleum because they were enthusiastic about marbleization—but because it was a practical type of linoleum. It was easy to take care of and did not show every smudge or mark. A plain color linoleum on the other hand, which might have better decorative possibilities, showed every blemish. A dusty footstep meant running for the mop.

Then there was the factor of interior decoration trends. In the majority of today's homes the period theme is used in decorative schemes, or at any rate it is incorporated in modified forms. Marbleized linoleum might be serviceable but what interior decorator or sensitive home-



**STYLED TO BLEND:** Integration of design with tone-on-tone coloration removed the long-standing objection to linoleum as a floor covering in period-furnished rooms.



**KEEP IT SOFT:** Biggest obstacle to getting linoleum into rooms other than kitchen and bathroom was too much color, too much color contrast. This soft monotone in the "California Originals" line is a logical choice for a bedroom—the last room in the house where decorators have been inclined to specify linoleum, but one of the most natural not only from the standpoint of sanitation but also ease of maintenance.





LIVING ROOM VERSION: Decorators and housewives like this version of "California Originals" so well that stocks are still on an allocation basis with Paraffine dealers.

maker would use what is, after all, a pseudo-marble floor under a Swedish modern room scheme, or an Early Colonial or, for that matter, a California modern? Imitation tile or simulated terrazzo would be equally questionable . . . and they have been tried.

Pabco reached the conclusion that a new kind of linoleum was required if linoleum floor covering was to be brought out of the kitchen and the bathroom—one with a new approach to color and design. The assignment went out to the Pabco's Design Department and to the Manufacturing Department to develop a linoleum which would be *easier to decorate* to and more appropriate as a background for rooms other than kitchens in today's homes. That was in 1947.

Toward the latter part of the year everyone concerned with the experiments believed that a new linoleum in surface decoration and coloration had been developed—one which had interesting possibilities. While it was quite a manufacturing achievement, they had no way of knowing how acceptable it would be to the consumer. They took the first step in a testing program.

Color was seen as the key to open more rooms of the house to linoleum. Therefore, in the first test, private showings of a variety of colorations in the new linoleum were made to lead-

ing decorators and to home furnishings editors of major women's magazines. These showings were made in San Francisco, Chicago, New York City, and Los Angeles. The reception by those groups could only be termed wildly enthusiastic, but, while pleased, Pabco did not consider the tests conclusive.

"In our industry," Mr. Kerr explains, "we have the term 'high style.'" Most trends in interior decoration start with top designers and decorators and gradually seep down to the general public. Linoleum has to be produced for a mass market if it is to be efficiently manufactured. It could not survive as a high style item appealing to a limited few. From the point of view of selling a mass market it is as dangerous to be ahead of current fashion as to lag behind. Proper timing is a key element in style merchandising."

Knowing all this, a new line of linoleum was developed, called "California Originals." Before describing the new linoleum, a word about the name: Pabco's Floor Covering Division felt that it had created a new kind of linoleum—not merely additional patterns and colorations—and that it warranted and required a separate merchandising program. The first move in the program was a distinctive name. In this the policy group was divided in opinion. One

segment favored "Linoleum Originals by Pabco." The other felt that "California" should be incorporated in the name because of that state's style leadership, particularly along modern lines. Neither group could sell the other, so a merger was put through and the name became "California Originals—by Pabco."

Carrying through with the California theme, the patterns, instead of being numbered, were named to correspond with colors typical of different sections of the state: Carmel Blue, Redwood Brown, Sutter Gold, Sierra Slate, Del Monte Gray, Catalina Coral, and eventually others.

Selection of colorations was based on current style trends in home decoration adapted to the individual characteristics of this new kind of linoleum. During the development period colorations were based on Pabco's knowledge of the best selling colors in its regular linoleum line. They found that with the different design and surface decoration of this new linoleum, entirely different color effects resulted than from the use of the same colors in a marbled effect.

After experimentation they found they had to put aside all previous color knowledge and start afresh, working with lighter and more subdued shades. Hitherto useful colors proved too strong. The contrasts were too vivid to harmonize with decora-

tive schemes in other rooms of the house. "We discovered," Mr. Kerr emphasizes, "that use of intense colors or color contrast was the greatest obstacle to overcome in bringing linoleum out of the kitchen and giving it a proper place in other rooms." Integrating color with design, or decoration as the industry calls it, the problem was finally solved by working with tone on tone. The result was soft, clear, livable color combinations. Six colorations were selected as being harmonious with current trends in home decoration where color now leans toward pastel shades. These were Coronado Green, Shasta White, Sierra Slate, Carmel Blue, Del Monte Gray, Redwood Brown.

### Private Showings

Private showings convinced the company that it had a new linoleum which would appeal to a small, discriminating clientele. Was that as much as they could expect? One group believed that there was a much larger market ready to be sold and a latent demand greater than the industry realized. On the answer to this question depended the advertising and marketing program. A complete market test seemed the next logical step.

There were complications. The time was early 1948. Linoleum was still in short supply and dealers and consumers were clamoring for all they could get. How valid would a test be? Knowing that any metropolitan market would give scant indication of appeal or preference, Pabco by-passed the larger centers and for its test chose small towns having only one or two dealers. Seventy towns were picked, accounting for 120 dealers. Of the six colorations of "California Originals" the dealers were allotted two of each, a total of 12 rolls.

It was decided to market-test both for consumer appeal and the effectiveness of the proposed marketing plan. The plan was based on the premise that this new line of linoleum was not only different, but considerably ahead of anything the industry had offered from a style standpoint. Dealers through whom the test was made were required to segregate the line from other linoleums in their stores, Pabco's or other makes, to identify it with its color names (not pattern numbers), and throughout their selling to promote it as a different linoleum, styled especially for "other" rooms in the home. They were asked to run at least two newspaper advertisements using Pabco's advertising mats and layouts.

The linoleum and the sales approach both were new to dealers and the accuracy of the test called for a high degree of cooperation on their part as well as an understanding of the merchandising plan and its objectives. It meant that they must be able to visualize—and help their customers to visualize—what linoleum would do in the modern home. To help them do this, Pabco produced a folio size brochure embodying four large full-color room views on the inside cover and fully presenting the ideas behind the line and the plan for selling it. "Presentation and merchandising of 'California Originals' should be as different from the methods used for ordinary linoleum as the merchandise itself is different," the foreword announced.

Gist of the selling story was, and is: "Here, at last, is an utterly new kind of linoleum suitable for every room in the home! For the first time you'll see thrilling 'Decorator's Colors' in Pabco linoleum... heavenly hues that will change all your ideas of how beautiful linoleum can be, and what rooms it can be used in!" The quote is from one of the test advertisements.

The brochure gave the dealer a selling plan, including display; demonstration of decorative possibilities and visual illustration with full-color room scenes of how the linoleum was styled for every room; told how to justify the higher price of the "California Originals" ("what a few cents more will buy!").

### More Expensive

The new linoleum was, and continues to be, more expensive to manufacture. The selling price to the dealer and his retail price had to be set higher than for any linoleum of the same weight and grade on the market. It retails for about 35 cents a yard more than conventional linoleums of comparable quality.

Dealers were required to tabulate their sales and give Pabco a report within 48 hours after the new product went on sale. They were given a questionnaire which analyzed sales by rooms in the home. Other specific information included sales by patterns, average yardage, if any, of the installations involved, special borders or feature strips, notes on customer reactions, and whether any price resistance was encountered.

Analyzing the first 52 reports, these results were found—and they were sensational in the light of previous experience: 44% of the total sales were for installation in rooms other than kitchens and bathrooms.

The average yardage sale was more than three times as large as the normal average on linoleum. Very few customers desired special borders and features, therefore lower installation cost offset the higher price per yard. Very few dealers reported price resistance, but many customers wanted to know why the price was higher. A simple explanation as to the added processing costs seemed to satisfy.

Most reports showed that dealers sold out their stocks of "California Originals" in one to two days.

To the original six colors others were gradually added, and with the extension of the color range new decorative schemes were added. Today the line includes five different designs and 19 colorations. Developments will continue. As Pabco executives put it: "You would expect the style leader to register a high degree of sensitivity to changes in interior decoration styles and trends."

Just as the company required its

### Introducing a New Series

"Red" Motley's "Toughest Sale I Remember" is No. 1 of a series in which SM readers will tell true stories out of their own experiences as sales executives or as salesmen. Some, like Motley's, will tell of a personal experience; others will tell of the problem faced by one of their salesmen and the successful solution. Readers are free to reprint these stories in bulletins and house organs for salesmen.

We invite you to participate in the series. Don't think in terms of writing a formal "article"; just call in your secretary and dictate your most interesting "toughie" in 300 to 600 words, and send it to John H. Caldwell, Assistant Managing Editor, Sales Management, 386 Fourth Ave., New York 16, N. Y.

dealers to merchandise "California Originals" apart from conventional linoleums, at the start it segregated the new line itself. It maintained a separate advertising program.

In less than two years it has advanced from what the company believed would be an interesting specialty to become the largest part of Pabco's entire linoleum business. There is no shortage of linoleum today but "California Originals" have not caught up with demand. They are still on an allocation basis.

## Toughest Sale I Remember



"The one ambition I had was to sell to one customer every single brush in the kit."

## My Brush with a Housewife

In 1920, I was back from the wars, business was slow, and I needed a stake to complete my studies at the University of Minnesota. All of which resulted in buying a sample kit of brushes, and with no training or instruction, heading out into the small towns in Minnesota to sell my way through another year at the University.

For some cockeyed reason, the one ambition I had was to sell to one customer every single brush in the kit. Several times I came close, but never achieved my goal. Then one day, in the home of a wonderful Scandinavian housewife, after coffee and cake, but before I started my "demonstration" I noticed on the wall the photograph of a fine looking young man,

BY ARTHUR H. (RED) MOTLEY

obviously of an age to be a college graduate. I was right. He was the son, and had been graduated from Gustavus-Adolphus College in St. Peter, Minn. My red hair and complexion stem from Irish-English ancestry, but at that moment I became a Scandinavian boy working his way through Gustavus-Adolphus College (not the U. of Minnesota).

I knew I'd said the magic words. I sensed success, and as I moved from the ordinary drainpipe brush, the unexciting clothes brush to the common everyday toothbrush and on to the long handled brush for walls and ceilings, my goal was in sight. Finally, just one small brush stood between me and my ambition. It was a manicure brush, selling for a little over \$3. But I was selling in an area where the word "manicure" was completely unknown. Even so, that Scandinavian ancestry, borrowed for the mo-

ment, got me over the seemingly impossible hurdle—and the manicure brush went on the order sheet. It was signed by this wonderful Scandinavian housewife, and Motley, brush peddler, now supreme, practically ran out to the Model T and left town.

The tough part came a week later when I delivered the merchandise and got the balance of the payment due. We went over each brush, its use, its value, and again we came to that manicure brush. The look of helpless bewilderment on that kindly, honest face—I remember it still—and it was too much for me.

Yes, that Scandinavian housewife would have taken that manicure brush; she'd signed the order, but I took it back and explained to her that she really didn't need it, that while it was a good brush and worth the money, it wouldn't be useful to her. That's why I've always thought of this one as the "toughest sale I remember."

ARTHUR H. (RED) MOTLEY is president of *Parade*, the Sunday newspaper supplement, and chairman of National Sales Executives, Inc.





BY JAMES H. COLLINS

## The Bang! Bang! Market: Hopalong Cassidy Rides Again

A new hero for merchandising tie-ins has ridden onto the scene. He's Bill Boyd, the silver-haired cowboy, whose ancient Westerns have won him new fans among the small fry crowding around TV every evening at suppertime.

Last summer any merchandise man in a television area with little-bitty kids of his own would have conceded the spectacular success of Hopalong Cassidy. But for the merchandising possibilities of that silver-haired hero of the Under-Six population, he had to be shown. His store generally carried one or more lines of cowboy garb and shootin' toys. Why add another—what was the point?

It took nation-wide personal appearances by Hopalong himself to

show merchandise men that a new market had been reached by TV. It

**A TELEVISION REVIVAL:** Bill Boyd, at the end of 1948, was just an old-time Hollywood actor with no discernible future. A year later 90 licensees were making Hopalong Cassidy shirts, suits, sweaters, boots, guns, even roller skates with spurs.

was the market of the Bang! Bang! kids. The little kids who are taken to see Santa Claus. In midsummer, and in weeks, they had a new ideal, a hero to play on their emotions and reach their parents' pocketbooks.

At the end of 1948 Bill Boyd was just an old-time Hollywood actor of the silents, practically forgotten, and with no discernible future. By the end of 1949, around 90 licensees were making Hopalong Cassidy shirts, suits, sweaters, boots, guns, holsters, roller skates with spurs, millions of dollars' worth of merchandise, all paying commission to Hopalong Cassidy Enterprises, Beverly Hills, Calif.

How about the unfortunate parents who are lassoed into buying all this stuff? That is a good question, and there is a good answer.

"The kids have to have clothes and playthings anyway," says Ed-



**LEROY A. WILSON**  
President of the American Telephone and Telegraph Co. Started as a *traffic student* in Indianapolis in 1922 at \$110 a month.



**ALLERTON F. BROOKS**  
President of The Southern New England Telephone Co. Started as an *engineer's assistant* in New Haven in 1911 at \$12 a week.



**JAMES L. CRUMP**  
President of the Southwestern Bell Telephone Co. Started as a *lineman* in Winfield, Kan. in 1905 at \$25 a month.



**HAL S. DUMAS**  
President of the Southern Bell Telephone and Telegraph Co. Started as a *traffic student* in Atlanta in 1911 at \$50 a month.



**RANDOLPH EIDE**  
President of The Ohio Bell Telephone Company. Started as a *special inspector* in New York City in 1911 at \$15 a week.



**WILFRED D. GILLEN**  
President of The Bell Telephone Company of Pennsylvania. Started as a *clerk* in Philadelphia in 1923 at \$117 a month.



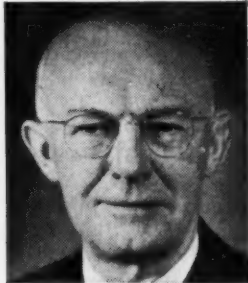
**HARRY S. HANNA**  
President of the Indiana Bell Telephone Company. Started as an *engineer* in Cleveland in 1922 at \$250 a month.



**JOE E. HARRELL**  
President of the New England Telephone and Telegraph Company. Started as a *clerk* in Atlanta in 1913 at \$14 a week.



**WILLIAM A. HUGHES**  
President of the New Jersey Bell Telephone Co. Started as a *ground man* in Kansas City, Mo., in 1917 at \$60 a month.



**THOMAS N. LACY**  
President of the Michigan Bell Telephone Company. Started as an *installer* in Philadelphia in 1905 at \$10 a week.

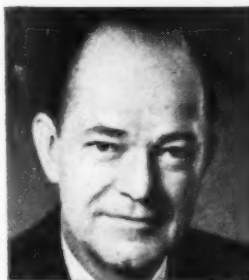


**H. RANDOLPH MADDOX**  
President of The Chesapeake & Potomac Telephone Cos. Started as a *student engineer* in Washington in 1921 at \$30 a week.

## UP FROM THE RANKS



**GRAHAM K. McCORKLE**  
President of the Illinois Bell Telephone Company. Started as an *office boy* in Eminence, Ky., in 1902 at \$20 a month.



**KEITH S. McHUGH**  
President of the New York Telephone Company. Started as a *clerk* in New York City in 1919 at \$35 a week.



**EUGENE J. McNEELY**  
President of the Northwestern Bell Telephone Co. Started as *student engineer* in St. Louis in 1922 at \$110 a month.



**JAMES B. MORRISON**  
President of the Wisconsin Telephone Co. Started as an *engineering assistant* in Washington, D. C., in 1925 at \$120 a month.



**FLOYD P. OGDEN**  
President of The Mountain States Telephone and Telegraph Co. Started as *student and clerk* in 1911 at \$40 a month.



**MARK R. SULLIVAN**  
President of The Pacific Telephone and Telegraph Company. Started as a *clerk* in San Francisco in 1912 at \$50 a month.

THESE are presidents of operating telephone companies of the Bell System. They all started at the bottom of the ladder.

Twelve years ago the Bell System first published an advertisement like this, except that there are now sixteen new faces in the pictures.

The Bell System is an up-from-the-ranks business and it aims to keep the opportunity for advancement

open to all. That has been true of the business for many years and nowhere is it better illustrated than in the careers of the men who now serve as presidents of Bell Telephone Companies throughout the country.

They have had wide telephone experience. Together they have put in 598 years of service, an average of 35 years each.



BELL TELEPHONE SYSTEM

mund McKanna. "Hopalong stuff is all regular clothing and toys. It is just in the latest kid fashion." Mr. McKanna was sales manager of the licensing company during the personal appearance tour last summer, and what he learned about the new kid market led him into becoming a television packager.

Looking at birth statistics, he found an interesting situation, with under-six customers at an all-time high, due to the birth rates of the years right after the war. For the first time in our history births rose about three million a year, bringing into the world more than 10 million children who are now at or nearing the Hopalong age.

During the actual war years 1944-45 another 5,530,256 were born, making the potential market more than 16 million. Liberally discounting for mortality, non-television homes and like factors, there is a possible Bang! Bang! market of several million, new TV homes being added.

Bill Boyd's personal appearance tour revealed a dynamic market. Staged for department stores, it brought out crowds of kids who made first-page news. Advance estimates of 5,000 to 10,000 were pooh-poohed by store executives, judging by previous store events. Those estimates were multiplied by five and ten. Several hundred thousand turned out in New York City.

### Hopalong and Santa

Santa Claus has tradition behind him, and something to give. Hopalong Cassidy had not been born last Christmas. He had no horse, no act, nothing to give but a handshake and his lucky coin. A few weeks before no kid had ever heard of him. The response reflected the speed of TV.

Bill Boyd was a leading man in silent movie days. During the 1930's he made a great many Hopalong Cassidy Westerns for small-town theaters. Seeing something ahead in television, he acquired the rights to his films. They were all more than seven years old, and therefore suitable for television. Producers were looking for entertainment to hold down pioneering costs. Hopalong films were devoid of the love story small boys detest, and were humane—Hopalong never kills anybody. Their appeal to small kids was on a scale far beyond any popularity created by movies, comic books or other media.

"Daddy, please buy me a Hopalong suit!" was heard all over the land. This grandfatherly cowboy of the sunny temperament became the new kid hero. When he was actually to

be seen in real life, the little kids swarmed out with their parents.

Crowds were too large for store showings. Auditoriums and outdoor places were hired, and kids lined up in zig-zags that enabled them to see Hopalong before they reached him. At these points Hopalong merchandise was displayed.

The appearances were short, two hours, one day, in each place, 56 altogether, and Bill Boyd shook hands with probably a half-million kids, and was seen and heard by twice as many more. It took three inches off his waist line, but he liked it, has a good stage presence, lived up to his role as a hero.

Mr. McKanna calls attention to the fact that most merchandise licensed for movie and comic strip characters has thus far been largely of a novelty

dising through store centers, such as the "Hopalong Cassidy Hitching Post" now being set up.

These hitching posts have a central figure, "Hopalong Junior," a plastic mannikin of kid size, four feet high, with movable head and limbs, dressed in Hopalong clothing. The company sells dealers such accessories as branding irons, steer horns, etc.

Parent's interest in Hopalong is definite, for several reasons, says Mr. McKanna, who has kids of his own.

First, these heroes help in child training. Would Hopalong throw his cowboy clothes on the floor—or carefully hang them up? Brush your teeth with the Hopalong brush, toothpaste, before you see him on TV.

**HOPALONG JR.:** This four-foot-high plastic mannikin adorns the Hopalong Cassidy departments in many stores.



nature. Demand has been transitory, not warranting exploitation of national brands. The impact of television is so great, reaching so many more youngsters, that merchandise might be upgraded.

There is no reason why famous brands of quality hats, clothing and playthings cannot be designed for the Bang! Bang! market, in price ranges to harmonize with children's things. Hopalong licensees say that quality merchandise is freely purchased by parents. And as new television heroes appear, big-name brands could be adapted to the hero of the year.

Such merchandise will imprint national brands on kid memories, and create prestige for adult merchandise which will be bought later. And it will carry adult prestige. It will take Bang! Bang! merchandise into better retail stores, and permit merchan-

Probably three years is the average age of the present Hopalong market. It is moving fast. About 1952 the millions of kids born after the war will be crowding schools, to be succeeded by others, and probably by different kid heroes. Just a little later they will be buying for themselves, and the influence of Hopalong can affect their purchases from there on.

Store events such as these personal appearances are usually spear-headed by solicitation of an order for the merchandise. In the case of Hopalong the popular interest was so unmistakable that the licensing company asked only for cooperation in publicizing the appearances. This includes store advertising, tie-ins with local television, radio and movies.



# How "Ditch-Digging" Advertising Helps a Salesman

Reg. U.S.  
Pat. Off.

- ... get more business with the same effort
- ... hold business with less effort
- ... build a sound foundation for future business

"Ditch-Digging" Advertising is simply a mechanism that helps salesmen get the right story to the right people in the right way at the right times with the right frequency ... at the lowest possible cost.

It takes thought and effort to build that kind of advertising and to make it work — thought and effort on the Sales Manager's part and on the part of his advertising men and agency... working together ...

... FIRST, to find out who are the people—all the people—who specify, buy, or influence the specification and buying of your product. (Your salesmen are calling on some of these people, but can they see all of them? Do they know all of them?)

... SECOND, to find out what makes sense about your product to your prospects. (What are the viewpoints, prejudices, confusions, and needs that might indicate either obstacles to the purchase of your product, or sound sales approaches?)

... THIRD, to determine how to say what needs saying, to whom, and how often. (What will improve the view-

points and reduce the prejudices and confusions that stand in the way of gaining your objective?)

... FOURTH, to select the best tools to use—booklets, magazines, direct mail, or any other mechanical means of imparting ideas and information. (What part of the selling job can be done best by which selling tool?)

That's "Ditch-Digging" Advertising. It comes out of the field, not off the cuff. It takes effort, time, money. But it balances inspiration with sweat, providing a maximum of results...at a lower cost per sale than advertising based on unconfirmed "ideas" alone can produce, except by sheer accident.

This agency is equipped to work hand in glove with any Sales Manager who's got a hard-selling job to do and wants to do it with dispatch and economy. We can get going fast—and with the least possible drain on your time. If you'd like to discuss how Ditch-Digging Advertising works to boost sales for any product that's worth its price, just let us know where and when.

**THE SCHUYLER HOPPER Co.**

12 East 41st Street, New York 17, N.Y. • LExington 2-1790

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY



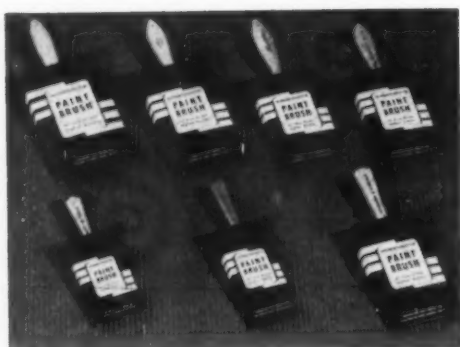
A.

A. GRAND AWARD WINNER and First Award in textile class is the carton designed by Alan Berni & Associates and produced by Robertson Paper Box Co., Inc. Odd-shaped window cutouts in top panel give a cloud effect and make a novel display feature. Front panel window permits convenient color selection and is an inventory aid.



B.

## Carton Industry Salutes Year's Best Box Designs



C.

The Annual Carton Competition, sponsored by the Folding Paper Box Association of America, attracted more than 500 entries. Several thousand packages were submitted for consideration by the judges. Designs were judged on the basis of the protective function, brand identification, convenience, economy, sanitation, and sales volume.

B. WINNING FIRST PLACE IN SOAP CLASSIFICATION is a multiple unit package combining two units at a regular price with one unit for one cent. Package holds the three units together and hinders splitting up at the retail level. Made by Container Corp. of America for Swift & Co.

C. BEST IN THE HARDWARE GROUP is a carton which provides an attractive means of protecting the brush while it is in transit and on display. It also acts as a holder to keep brushes in good condition when not in use. Made for Sears, Roebuck & Co. by Gardner Board and Carton Co.

D. FIRST CHOICE IN THE FOOD CLASSIFICATION is a basket weave design with two colors in Gravure process. The interior carton, with the doily effect, adds a feminine touch to a package purchased almost entirely by women. Carton manufactured by Robert Gair Co., Inc. for The Great A & P Tea Co.

D.





On the Pacific Coast, about 14 million people spend 15½ billion dollars per year. Only Don Lee sells them where they live. And Don Lee sells them from their own local network stations with all the local selling influence enjoyed by such a station.

If you're selling Pacific Coast consumers (whether you're selling all or some), remember our specialized coverage. Use the *only* radio network especially designed for the Pacific Coast: DON LEE.

#### **Don Lee Stations on Parade: KGB—SAN DIEGO, CALIFORNIA**

*For 18 years, KGB has served the people of San Diego County. Today, 183,830 radio families in San Diego County depend on KGB for tops in network shows plus local programming slanted to local preferences and needs. KGB is typical of the 45 stations in the Don Lee Network that serve over 99% of Pacific Coast families where they live, where they spend their money.*

## *The Nation's Greatest Regional Network*





# CAMPAIGNS AND MARKETING

## U. S. Rubber's Pittsburgh Plan

On April 27 the United States Rubber Co. will open an advertising campaign via *The Pittsburgh Post-Gazette*, in the city of Pittsburgh, and will continue it for 52 weeks, six days a week, each day advertising a product of the company.

The "Pittsburgh Plan" is an experiment. Whether or not it is gradually widened in the future depends entirely on how successful it is in Pittsburgh.

Thomas H. Young, director of advertising, United States Rubber Co., in announcing the program, said, "It is not just an advertising plan. It is a sales-merchandising-marketing plan. Advertising is the sparkplug.

"The objective of the Plan is very simple. The ramifications are interesting and widespread. For years we have known that the public, interested in our products through our advertising, have searched for these products, and often not readily find-

ing them, have written or phoned our branches or headquarters asking 'Where can this product be bought?' In spite of the wonderful tie-in advertising and support which the retailers have shown through display windows and local newspaper advertising, people find it hard to buy our products. We know there are holes in our distribution. In order to try to bridge this gap and encourage even more tie-in advertising and more promotions on the part of retailers, the Pittsburgh Plan was evolved."

The advertisements will appear on page two of *The Pittsburgh Post-Gazette*. As a base, 1,700 lines a week will be used and the annual total is expected to be approximately 100,000 lines.

The program calls for the advertising each day of a single product of the United States Rubber Co. Special switchboard operators and a special telephone number — ALlegheny 1-1950—have been set up, and the public will be told that if they write or phone they will be told where merchandise can be purchased.



ALI BABA, 40 feet high on a block-long magic carpet, to fly over 13 Eastern cities for Sylvania Television. More than 12,000 light bulbs strung on a Douglas Leigh dirigible picture Ali and spell Sylvania's sales message.

Mr. Young continued, "As an illustration, we took for analysis what we felt was a very difficult line, namely Keds with its many styles, colors, etc. We started with the total advance orders of the district. Immediately we eliminated all those who fell outside good coverage by the newspapers. This lessened the number of orders materially.

"We then took out those retailers who were outside a 10c telephone radius. This again lessened the list. We then took 10 Keds styles, which will be advertised at least one day during the 52 weeks, and started to work. We took the biggest selling



OFFICIAL Swiss decal, replica of symbol in all current national advertising of The Watchmakers of Switzerland, available to all cooperating retail jewelers.

style in the district and within the 10c telephone radius. We came up with 64 accounts. . . . Every line which we sell through retail channels has been analyzed in exactly that way. We might say that this pin-pointing of styles has really given to our Pittsburgh sales managers an insight into our distribution that is going to be extremely helpful sales-wise."

Mr. Young believes that this sales analysis is much less costly than many other types of sales analysis. He further declared that "we are going to experiment all over the board."

There will be no blasts, preliminary or otherwise. First announcement advertisements will appear, then one product after another. The maximum advertisement will be 500 lines, the minimum 100.

"The objective is continuity," Mr. Young emphasized, "repetition, and always being in the paper every day on the same spot so that people covered by the area may know more of the 30,000 products we have to offer for sale through retail channels, and the service feature, 'that if they don't know where to buy, they can call

# NEW BEDFORD

## A WHALE OF A MARKET

FOR FOOD PRODUCTS



**BIG 4<sup>TH</sup>**

the  
in MASSACHUSETTS

ONE - PAPER  
COVERAGE  
OF THE  
ENTIRE MARKET  
BY  
AMERICA'S  
BEST READ  
NEWSPAPER

New Bedford, plus Cape Cod, opens a hungry maw that consumes \$53 million worth of Food Stuffs . . . well, \$52,882,000, according to Sales Management.

They're substantial citizens, with effective buying incomes of \$4,622 per family —well above the national average.

**The Standard-Times**  
NEW BEDFORD, MASSACHUSETTS

Represented Nationally by GILMAN, NICOLL & RUTHMAN: New York, Boston, Philadelphia, Chicago, San Francisco, Los Angeles

APRIL 15, 1950

**Hooper\***  
**Says:**

**WSJS  
STAYS  
ON TOP!**

- Morning
- Afternoon
- Evening

**\*Hooper Station Listening Index**  
**Winston-Salem, N. C.**  
**Fall-Winter, 1949-1950**

**No. 1 MARKET  
IN THE  
SOUTH'S No. 1 STATE**

- WINSTON-SALEM
- GREENSBORO
- HIGH POINT

**WSJS**  
**AM WINSTON-SALEM FM**  
THE JOURNAL-SENTINEL STATIONS

**NBC**  
AFFILIATE  
Represented by  
**HEADLEY-REED COMPANY**

Allegheny 1-1950.' Yes, we will tell them about tires and golf balls, shoes and ironing board covers, gingham and mattresses, pillows and rug underlays, upholstery material and swim caps, weed killers and garden hose, etc., etc."

### Columbia Records' \$2½ Million Promotion

Columbia Records, Inc., has completed plans for a \$2,500,000 advertising and promotion campaign employing radio, television, national magazines, co-op newspaper space, display and point-of-sale material.

This campaign, the most elaborate in Columbia's history, according to Ken McAllister, director of advertising and promotion, involves sponsorship of one half hour of the CBS television show, "The Show Goes On," starring Robert Q. Lewis, beginning Thursday, April 20 (CBS-TV, 8:30-9:00 P.M., EST.).

Columbia's sponsorship of this TV presentation will continue through June 18 and will be resumed September 24 for the remainder of the year. This is the first time that Columbia Records has used television in its advertising program. Each week a prominent Columbia Records artist will appear on the show. During the Spring the program will be seen on WMAR-TV, Baltimore; WCBS-TV, New York City; WCAU-TV, Philadelphia; WOIC-TV, Washington, D. C.; WBKB-TV, Chicago; WKRC-TV, Cincinnati; WDNS, Columbus, O.; WJBK-TV, Detroit; WXEL-TV, Cleveland. When it returns to the air in the Fall it will be seen in 40 cities throughout the country.

"The Columbia LP Record Parade," now heard over CBS on Sunday afternoons, will be renewed. This program features Columbia LP Microgroove records of all types, including seven-, 10- and 12-inch Popular and Masterworks releases. Columbia began sponsorship of this series on February 5. Its success since then has resulted in this renewal, Mr. McAllister stated.

The magazine phase of the campaign begins in May with double page spreads in *Life*, *Look* and *The Saturday Evening Post*. These will be followed by single page advertisements in May and June, half pages in July and August, and full pages in September, October, November and December.

In addition to television, radio and national magazines, extensive newspaper co-op space will be used in the



**ONE OF FOUR** tie-in consumer advertisements in the Libbey Glass Spring campaign for its latest stemware and tumblers. Reprints are interchangeable, depending on glassware pattern being promoted.

campaign as well as elaborate display and point-of-sale material.

### Magnet for Universal Cleaner Sales

A free 10-day trial of any Universal tank or upright vacuum cleaner is the magnet Landers, Frary & Clark is dangling before consumers to draw cleaner sales during its spring campaign. Furthermore, according to Lee Moss, sales manager of the home cleaning equipment division, each customer who makes this 10-day trial will receive a set of cutlery consisting of a paring and carving knife valued at \$2.50 whether or not she decides to purchase the cleaner. To avoid risk of dealers being stuck with used demonstrators the company will replace all used cleaners through its distributors.

For customers who wish to trade in old cleaners for new, Landers, Frary & Clark has a double-barrelled trade-in offer comprised of the choice of a coffee-table-storage chest or a hassock chest. Their retail values are \$28.95 and \$24.95, respectively.

A special three-sided home cleaning floor display to be used as an island, wall or corner display holds the complete home cleaning line. This display, plus a window banner announcing the 10-day free trial offer, cutlery set offer counter card, newspaper advertising mats, double-fold trial offer postcards, full line cleaning equipment folders and a special cleaner offer envelope stuffer, comprises the magnet sales promotion package developed for the Universal Home Cleaning Equipment campaign.

**SALES MANAGEMENT**



## New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

**The Sales Engineer and His Problems.** By Bernard Lester. Published by *Machinery Magazine*. Price, 25c.

Mr. Lester is a sales engineering consultant. This pamphlet is a reprint of a series of articles he recently wrote for *Machinery*. Some of the chapters: "How to find potential business;" "Planning the sales interview;" "Meeting objections of potential customers;" "Why did I lose that order." It's bedrock stuff and useable, not only to the sales engineer, but to the sales manager and his staff of salesmen.

**Surveys, Polls, and Samples.** By Mildred Parten. Published by Harper & Brothers. Price, \$6.00.

If you don't understand polls, samples or surveys, or the techniques for managing any or all of them, this book is your meat. The author has assumed that you know nothing about any of the topics, and provides systematic, detailed, step-by-step procedures for the successful carrying out of such investigations as consumer and market surveys, surveys of the census type, public opinion polls, radio audience surveys and social surveys. She suggests the methods for making such surveys by personal and telephone interviews, mail questionnaires, and observational methods.

**Domestic Engineering: Market Possibilities by States.** Compiled and published by Marketing and Research Bureau, division of Domestic Engineering Publications, 1801 Prairie Avenue, Chicago 16. Price, \$2.50.

All tab-indexed, here is a study, part of a continuing program by *Domestic Engineering*, to provide manufacturers with positive sales aids. Charts enable manufacturers to determine their sales quotas, for each state, for heating and plumbing products, air conditioning and refrigeration, kitchen and laundry products. There are also charts to show farm electrification by states, breakdown of FHA loans by state, expenditures for new plant construction by states and one for all building construction for the first nine months of 1949.

**The Lipton Story.** By Alec Waugh. Published by Doubleday & Co. Price, \$3.00.

Although this readable story of an Englishman by an Englishman is thoroughly English in character—perhaps Lipton's story could have happened only to an Englishman—its tracing of the rise of one of the greatest merchants of our time is eminently readable and instructive to Americans, too. Sir Thomas Lipton, almost as famous as a yachtsman as a tea merchant on a gigantic scale, was a born showman. Thomas Lipton, born a Scotsman, was paid \$1.25 a week, came to America at 15—was deeply influenced by what he saw here—managed his first store at 21.

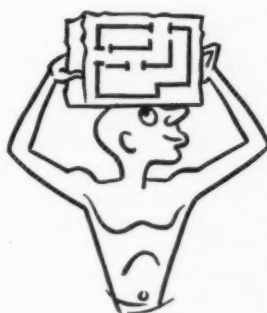


By yon towering pyramids and Daniel Starch! Consumer sales literature in Home Owners' Catalogs gets eager readership from home-planners—they are the buyers and specifiers of building materials, equipment, appliances and furnishings for custom-built homes they will occupy themselves.

Small wonder Daniel Starch and Staff found that a consumer folder or booklet in Home Owners' Catalogs gets readership as high as 85%!

And . . . after home-planners read, they act! Researcher Starch's survey unearthed this eye-widening fact: *Home Owners' Catalogs* is the greatest single factor of influence on buying decisions where homes are built to owners' orders.

Get your copy of Dr. Starch's findings today! Discover the treasure of profitable sales awaiting you in the rich Home Owners' Catalogs market. Write to Dept. "R."



For complete information about Home Owners' Catalogs see the Consumer Magazine Section of Standard Rate & Data Service

*Home Owners'*  
CATALOGS

119 West 40th Street, New York 18, N. Y.

F. W. Dodge Corporation's  
Consumer Catalog Distribution Service

# After-Thoughts On "Operation Enterprise"

Some postscripts from a traveling editor's notebook: More "sell" in British advertising? Do we want socialized medicine? Whiskey, ink and courtesy . . . and the problem of finding export markets for the small British manufacturer.



ISMA meets NSE: Don Sloan, president of Sloan and Wilcox, Portland, Oregon, and Philip Salisbury, Editor, SALES MANAGEMENT, being greeted at the Nottingham station by Arthur H. Wadd and David Rushmore of the Nottingham branch of ISMA before going to Council Chambers for official greetings.

They're still talking here in London about the American sales executives. The cautious London *Times*, never one to be stampeded, was saving of its space in reporting the meetings in London, but yesterday, after taking 10 days to digest its feelings, this most respectable and influential of British newspapers went all-out with a long editorial headed "Salesmanship" which closed with the sage advice: "It is well to be reminded of the truth that the maintenance of our export trade does not depend exclusively on the quality of our goods and the apparent demand for them."

That is particularly good advice for the top brass of British industry, since in recent years they have been production-minded and definitely not sales-minded.

Yesterday I dropped in to the ISMA offices to say goodbye, and found Messrs. Lenton (chairman), Griffiths (director) and Morgan (secretary) listening to a play-back

on a wire recorder of the stirring luncheon speech which Red Motley made on the 14th; a speech which the toastmaster said was one of the greatest speeches ever made in London by any speaker on any subject, and which brought the entire audience to its feet cheering. But the speech didn't make any sense on the recorder. Even my American ear couldn't distinguish a single word—and then they discovered that the words were coming out backward, and the spool had to be rewound!

The ISMA officers said they had been hearing nothing but thanks and praise for the venture, and they stressed the point that the meetings had given British sales executives a great shot in the arm. Many of them were successful in getting the top officers of their companies to come to the meetings, and these men were impressed with the stature of selling in the States. Don Mitchell, speaking as president of Sylvania Electric Prod-

ucts Corp., was strikingly successful in pounding home the importance of selling as compared with the other facets of business.

Up to this point the British firms haven't had anything to *sell* for a decade. Now there is awareness that demand is beginning to taper off, both in the British Isles and in the soft-currency areas as the pipe lines become filled, but just as most of us were unprepared for tough selling in 1948, the British owners seemingly have forgotten many of the methods which made them the world's best exporters over a long span of years. Newspapers commented this week on the fact that the incorporation of new business enterprises had been abnormally low since the war. This means that the old names among British brands are relatively more important than in the USA, and advertisers find it unnecessary to run *selling* copy. Except for American products, most of the advertising is institutional and reminder—an illustration and short copy, similar to our outdoor advertising techniques. Many fail to realize that this style of advertising will not get results in America where people don't recognize these century-old British names.

The managing director of one big manufacturing firm was telling me of his experiences in selling his cycles in



AND "COOKIES" ARE "BISCUITS": Bob Whitney, president of NSE, tells the London audience of the 26 steps in the marketing of a Pyrex pie plate. Some of the Britishers found themselves confused: Over there a pie is a tart.

**GRIT Sells for Its Advertisers—It Can Sell for You!**

## Five Times More Sales

*than any other brand  
for one Spark Plug Advertised in GRIT*

One brand of Spark Plug, consistently advertised in GRIT, is bought by 65% of GRIT-reading families . . . has five times more sales in the GRIT Market than any other brand.

There's a decided preference among GRIT families for branded products appearing in the advertising columns of GRIT . . . an Automobile, \$8,855,000 increase in sales—another Automobile, 31% increase in sales—a Truck, 21% increase in sales.

Three million weekly readers of GRIT, in 16,000 True Small Towns, make up the lucrative GRIT Market. They prefer GRIT . . . and they show a high degree of loyalty to its advertisers.\*

These families are larger than average . . . with good spending power that results from steady income. 80% own Automobiles, 85% buy Tires, 22% own Trucks, 85% buy Oil, 86% buy Gasoline, 77% buy Anti-Freeze.

. . .

**GRIT sells for its Advertisers . . . it can sell for you!**



WILLIAMSPORT, PA.

**\*Ask the GRIT representative  
for the GRIT Reader Survey**

**Small Town America's Greatest Family Weekly  
—with more than 600,000 Circulation**



America. They were going well with teen-agers but not with adults. I guess I shocked him with the remark that in America an automobile was a necessity, a bicycle a luxury. After explaining to him in some detail why this was true, he came back at me with this remark: "But even those who can afford both a car and a bicycle just aren't interested in my vehicle."

That pretty well sums up what some of the top brass understand about selling. I told him that very few Americans were interested in vehicles as such; they were interested almost entirely in what the vehicle would *do* for them, that he should sell cycling as a form of achieving physical fitness, as an easy and pleasant way to reduce pot bellies and the like. He said it was a jolly good idea.

England soon will be *forced* to sell, because there has been extraordinary factory expansion in recent years. I don't have the exact figures handy, but it is roughly true that the factory labor force here is half again as great—in percentage—as in the States, and that part of the population engaged in the distribution and service industries is proportionately lower.

American names are everywhere, and some 300 American corporations have a total British plant investment of more than \$1.5 billion dollars. Their advertising stands out because they use reason-why copy. This morning's papers carry ads by Kodak, Parker, Tek, Alka-Seltzer, Heinz and General Electric, which differ only slightly from the American versions.

Seeing the Parker name reminds me of something that happened the



**QUIZ SESSION:** A big feature of the London meetings was the question-and-answer period. Here we see the panel at one session. L. to R: Ticoulat, Poetzing, Whitney, Motley from the U.S.A.; Hutchinson, Lenton, and Griffiths of Britain's ISMA.

very first day, which is a prime example of the unfailing British courtesy and cooperation. My wife was writing a letter in the hotel with her Parker "51" and suddenly it ran dry. She asked me whether there was any shop in the Dorchester Hotel where they sold ink. I said I doubted it, but suggested that she ask the telephone operator. "I doubt it," the operator replied, "but I will give you the manager of the book stall."

The latter gentleman said, "No, we

do not sell ink but if you can wait a half hour I will send one of my men down the street a few blocks where I know they carry that ink."

And in 20 minutes the ink was delivered — regular price, with no charge for service. Can you think of any American hotel where a concessionaire would go to all that trouble for a transient guest—and a 50 cent transaction where he made no profit?

This man didn't know that I was a member of the American delegation, and it wasn't any hands-across-the-sea gesture. It was just a case of a guy named Salisbury in room 118 who wanted some ink.

Another example was in connection with my purchase in New York of a case of Scotch which was to be sent from the distillery in Scotland for delivery at the London hotel on our arrival March 9th. It didn't show up and I called the London sales office of the distillery. The manager knew nothing about the order but said he would telephone Scotland and then get in touch with me. Half an hour later he said the order had been received and the case forwarded by British Railways, but, "It looks as though you won't get it today, and I don't want you to be without our good whiskey over the weekend. We don't carry any stock in London, but I happen to have a broken case of Ballantyne and I'll be glad to bring you over a couple of bottles per-



**SELLING IS SERIOUS BUSINESS:** Don Sloan, Don Mitchell and Hal Johnston of the American delegation watching a member of the American team do his stuff.

# **DIRECT MAIL ADVERTISING PRODUCED AND SERVICED BY DONNELLEY WORKS BETTER—GETS BETTER RESULTS!** *and here's why...*

Years of experience in the preparation and servicing of Dealer-Help Direct Mail Advertising for many of the nation's largest manufacturers, gives Donnelley that all important "know how," so necessary in the planning of Dealer-Help Direct Mail Advertising Plans that produce results!

With a Donnelley produced plan, you are sure of a systematic, well-planned program, tailored to fit *your particular sales problem—the problem of your dealer organization.*

With a Donnelley produced plan, you are assured of the greatest value per advertising dollar spent. Donnelley experts follow your program from its creation to the final placing of your mail in the hands of prospects for your goods and services. Every step is carefully supervised!

One of the most important functions of the Donnelley Plan is the final preparation of your advertising material for mailing. Too often this last, important step of actually placing your advertising in the mail, is left in the hands of the dealer—with the result that it is never done! And your advertising dollars go down the drain. With the complete Donnelley Plan, you don't have to

\*MAIL SALES PLANS FOR LOCAL DEALERS, SPONSORED BY MAJOR SUPPLIERS.

rely on your dealers to do any of the work necessary to get your advertising—his advertising—in the consumer's hands. All the work is handled for you—planning the campaign, creating the mailing pieces, printing of the material, supplying the mailing lists, imprinting, addressing and mailing.

For the complete story of how Donnelley can help you get better results from your Dealer-Help Direct Mail, call or write your nearest Donnelley office.

## **Other Donnelley Services Include:**

- **Couponing-by-mail**—an "Occupant List" of over 35 million addresses, 98.4% accurate! Plus complete addressing and mailing service.
- **Contest Planning and Judging**—supported by years of experience in handling the nation's largest contests.
- **Mail-Away Premium Service**—executed by an expert staff, geared to handle large volumes, quickly and efficiently.
- **Selective Market Mailings**—proved by exhaustive tests, national, regional, and local campaigns.

## **THE REUBEN H. DONNELLEY CORPORATION**

350 E. 22nd ST.  
CHICAGO 16, ILL.

305 E. 45th ST.  
NEW YORK 17, N.Y.

727 VENICE BLVD.  
LOS ANGELES 15, CALIF.

## AUTO FLEET RENTAL

### COSTS LESS

*Our Plan Will Show You  
A Reduction in Operating Cost*

#### EXAMPLE

6c PER MILE FOR

25,000 MILES

COSTS YOU \$1500

#### OUR PLAN SAVES YOU

PER YEAR

\$180.44 PER CAR

NEW FORDS

EACH YEAR!

FLEETS 5 to 500.

WIRE OR WRITE

FOR INFORMATION

**DALY**

**RENTAL**

**SERVICE**

5300 BALTIMORE AVE.

PHILA. 43, PENNA.

GRanite 4-5000

**We Will Pay You Cash**

For Your Present Car

sonally and then you can repay me when your case arrives."

That kind of courtesy makes you pass over lightly the English cooking, the antiquated plumbing and the non-absorbent toilet paper.

To go back to advertising for a moment: The Government is one of the largest *users* of advertising and also one of the largest *sellers*. Government-owned industries promote as vigorously as private enterprise. The railroads carry on much as they did before nationalization, advertising tours and hotels; the nationalized electric industry promotes cooking with electricity while in adjoining space the nationalized gas industry tells people they can do it better with gas.

#### No Radio Commercials

The British Broadcasting Company does not permit any commercial sponsorship (although taxpayers are writing letters to the papers urging the government to eliminate the subsidy and the tax by accepting advertising) but they publish a program guide called "Radio Times" which is fat with advertising. The Board of Trade, a government body which is similar to our Department of Commerce, is the publisher of "Board of Trade Journal" which carries a large amount of industrial and financial ads.

A striking example of British freedom is to be found in copy which government-owned publications and the motor lorries (government-owned freight trucks) carry from corporations and associations which attack the Labour plans for further nationalization. There's no talk about censorship of such copy, and no attempt is made to curb the comedians in the many London theaters where the biggest laughs come from cracks against rationing, taxation, and the multitudinous paper forms which go with controls and bureaucracy.

In my opinion the country is pretty generally satisfied with socialized medicine. The plan was worked out by the Coalition Government, where the Conservatives were in the majority, and most of the current grumbling is about the method of operation rather than the plan itself. In the recent election the Conservatives did not attack the plan, but took the Dewey-like stand, "We can operate it better."

I have discussed the plan with well over one hundred persons in all walks of life, and conservatives were among the staunchest supporters. The war had a great deal to do with making the well-to-do Englishman feel a sense

of brotherhood with the "submerged" part of the population. Many of the poor families were billeted with the rich for the duration; all classes huddled together in the same air-raid shelters. As one Conservative member of Parliament put it to me, "We wouldn't feel right if we had medical service which a brother or sister couldn't afford, and the war made us feel that sense of kinship toward lots of people. The health service may have been abused the first year, but the English have a lot of experience in tidying things up, and we'll tidy that up before long." Tonight's papers say that the health plan will cost the taxpayers (in addition to the payments made by individuals) the sum of \$1.1 billion next year, that the demand for spectacles is increasing, but that there is a falling off in the demand for new teeth and prescriptions.

The Incorporated Sales Managers Association has upwards of 4,000 members, which, considering the population of the two nations, compares favorably with the 13,000 members of National Sales Executives, Inc. Of the 4,000 members, about 400 were accepted as the result of special written examinations. A man may qualify for active membership if he is top sales executive of a home office; if he is a district or area manager, an assistant manager or a salesman he may qualify if after a three-year course of study he can pass a grueling examination. Applicants pay a fee for the three-year course which includes a quarterly journal called "ISMA Student." These young men find that the ISMA diploma is a good stepping stone to better pay and increased responsibility.

#### Wealth: Market Data Available

English sales and advertising executives expressed amazement over the wealth of factual market data which is available for the asking from American newspapers, magazines, business magazines and radio stations. Such cooperation seems unheard of in England. Howard Baldwin and another representative from *The New Yorker* were over here recently and several British sales executives went out of their way to express appreciation of the sound advice which they received. That magazine's billing from British exporters will come close to the half-million mark this year.

The Dollar Exports Board is a quasi-governmental body set up to aid manufacturers who wish to sell in dollar areas. This spring they have issued two booklets which are mod-





**RACONTEUR:** Red Motley, Chairman of the American group, tells James Lenton, his counterpart in ISMA, what happened that rainy night in Savannah.

els of sound analysis. Our consular officials and ECA staff members checked the copy for accuracy. The most recent pamphlet is called, "Dollar Sales: Advertising and Sales Promotions," and in general takes the same attitude as our group did in the many meetings—when you sell to America, sell and advertise in the same way the Americans do.

In general it is the small manufacturer in Great Britain who most needs help in selling to the dollar areas and who is getting the least help from trade associations or government bodies. Many are too small to undertake ambitious sales and promotion campaigns on their own, but in my opinion there's a good business opportunity for American sales executives who would take over the USA franchise for a selected number (6 to 12) of British companies making lines which would all pass through the same distributive trades. If any SM reader is interested in pursuing the idea, I'll be glad to put him in touch with men in London who will act as a clearing house for assisting small manufacturers to get in touch with potential American distributors.

One of these small manufacturers makes jams and jellies, and gave a few jars to Boston friends who visited England a few months back. Last month a San Francisco food merchant visited this Boston family and was favorably impressed with some orange marmalade he found on his breakfast plate. This resulted in an immediate inquiry to the British food manufacturer who had felt that he was too small to crack the American market. When I saw him in London his problem had reduced itself to whether he should ship by boat through the Panama Canal, a six-week delivery, or load an air freight plane and get the goods to the Coast in a couple of days and at an added cost of 25 cents a case. He decided in favor of the air shipment, provided

the San Francisco man would promote the products as "made last week in the best British kitchens and rushed to our customers by air."

#### THINGS THEY DO WELL IN ENGLAND

- Cleanliness of the streets, "tidiness" of homes of both rich and poor.
- Quietness of the street traffic; no honking of automobile horns.
- You can jay-walk if you wish, but if you are run down on any spot except when crossing at the corners over marked lines, you have no legal recourse.
- Every mile or so on country roads there is a telephone box, brilliantly illuminated at night; if your car breaks down you need walk only a short distance to put in a call for help.
- Also at intersections in country districts there are huge round mirrors mounted on a post and so slanted that you can see what is coming at right angles.
- Street signs are twice as large as in the States and mounted so that the light falls directly on them instead of

**WHICH PUBLICATION  
CARRIES MORE ADVERTISING  
ON CHEMICALS AND RELATED  
MATERIALS THAN THE NEXT  
FOUR COMBINED?**

**It Is**

**OPD**

- 2715 Pages of Advertising during 1949
- The whole week's round-up of Chemical News
- 5000-6000 Quotations

**NEWS FORMS CLOSE 4 P.M. FRIDAY  
PAPER DELIVERED 9 A.M. MONDAY**

*May we send you a  
sample copy of O.P.D.*



## Oil, Paint and Drug Reporter

**For Chemicals Buyers  
The Market Authority since 1871**

**Schnell Publishing Co., Inc.  
30 Church Street, New York 7**

• Cleveland 22—H. G. Seed, 17717 Lomond Blvd., Long.  
0544 • Los Angeles 14—The Robt. W. Walker Co., 684 S.  
Lafayette Park Pl., Drexel 4338 • San Francisco 4—The  
Robt. W. Walker Co., 68 Post Street, SUTTER 1-3568.

## Editorial Vitality

Seven great news services...outstanding sports and financial coverage...17 of America's most popular comics...9 local and 23 top-flight syndicated features including Walter Lippmann, Bugs Baer, Drew Pearson, Eleanor Roosevelt, Alice Hughes, Susan Parker, Hedda Hopper, Victor Riesel, Ed Sullivan, Joseph and Stewart Alsop and many others...give the Courier-Express an editorial vitality which has made it Buffalo's best liked and best read newspaper.

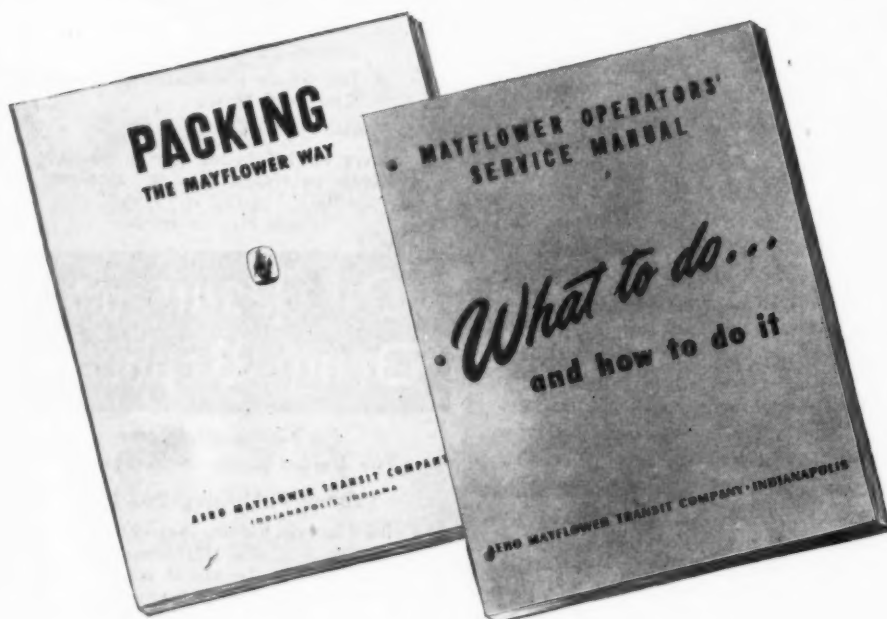


**It Gets Results  
BECAUSE**

**It Gets Read Thoroughly.**

# Rare Books

## THAT WORK FOR YOU!



**It Takes Thoroughly Organized Training Procedures Like MAYFLOWER'S to Provide SAFE, DEPENDABLE SERVICE!**

► Yes... these books are rare—rare and *valuable*! They're rare because they're to be found only in the Mayflower System... and *valuable* to you, because they are the text-books used for training Mayflower van men and packers in the safest and best methods which have been standardized in Mayflower Long-Distance Moving Service. This means that the people you move are sure to get *standard* Mayflower Service... the *best*... wherever they may be, wherever they may be going. These text-books, prepared by Mayflower experts, are just another example of the thoroughness with which Mayflower Service has been prepared and is carried out.

**AERO MAYFLOWER TRANSIT COMPANY • Indianapolis**

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



being in deep shadow as in most of ours.

• Servants of course expect to be tipped, but always act both surprised and grateful, as though they were thinking, "This tip is altogether unnecessary, but if this nice man from America insists upon doing it, I shouldn't hurt his feelings by refusing it." A waitress in a restaurant even went so far as to refuse two six-pence coins which my wife offered her, explaining, "a six-pence tip is all that I need and deserve for the service I have rendered. You Americans mustn't be so generous."

• More parks, more "playing fields" than in most American cities.

And so ends my part of "Operation Enterprise"—a venture by private enterprise to determine whether businessmen can succeed where politicians have failed to solve the economic ills of war-ravaged Britain. We didn't lay an egg, I'm sure of that, and I think we accomplished enough to make the venture worth-while for all concerned. Now to Paris—and play.

*Philip Salisbury*

### New Selling Tool . . . .

It's a handy wall panel sample folder developed by Marsh Wall Products, Inc., Dover, O., and the Howard Swink Advertising Agency, Inc.

Marsh manufactures nationally advertised Marlite plastic-finished wall and ceiling panels. Dealers in the past were supplied with dozens of loose samples showing various colors and patterns, making it necessary to replace the samples as they were lost or damaged. It was a time-consuming and costly procedure.

Now, these sturdy folders, 5½" x 8½", can be easily carried in a salesman's brief case. Each one includes a generous-size sample which is permanently mounted within the folder, making it impossible to lose or damage it. Included, too, are full-color reproductions of other samples and colors in that particular line. One folder covers the regular Marlite line of Plain-Color, Horizontal line and Tile-Pattern colors; another shows the new line of Wood Pattern Marlite plastic-finished panels; a third displays the new Marble Pattern Marlite line. Each folder is illustrated with color wash drawings, indicating ways in which Marlite panels can be installed in both home and commercial interiors.

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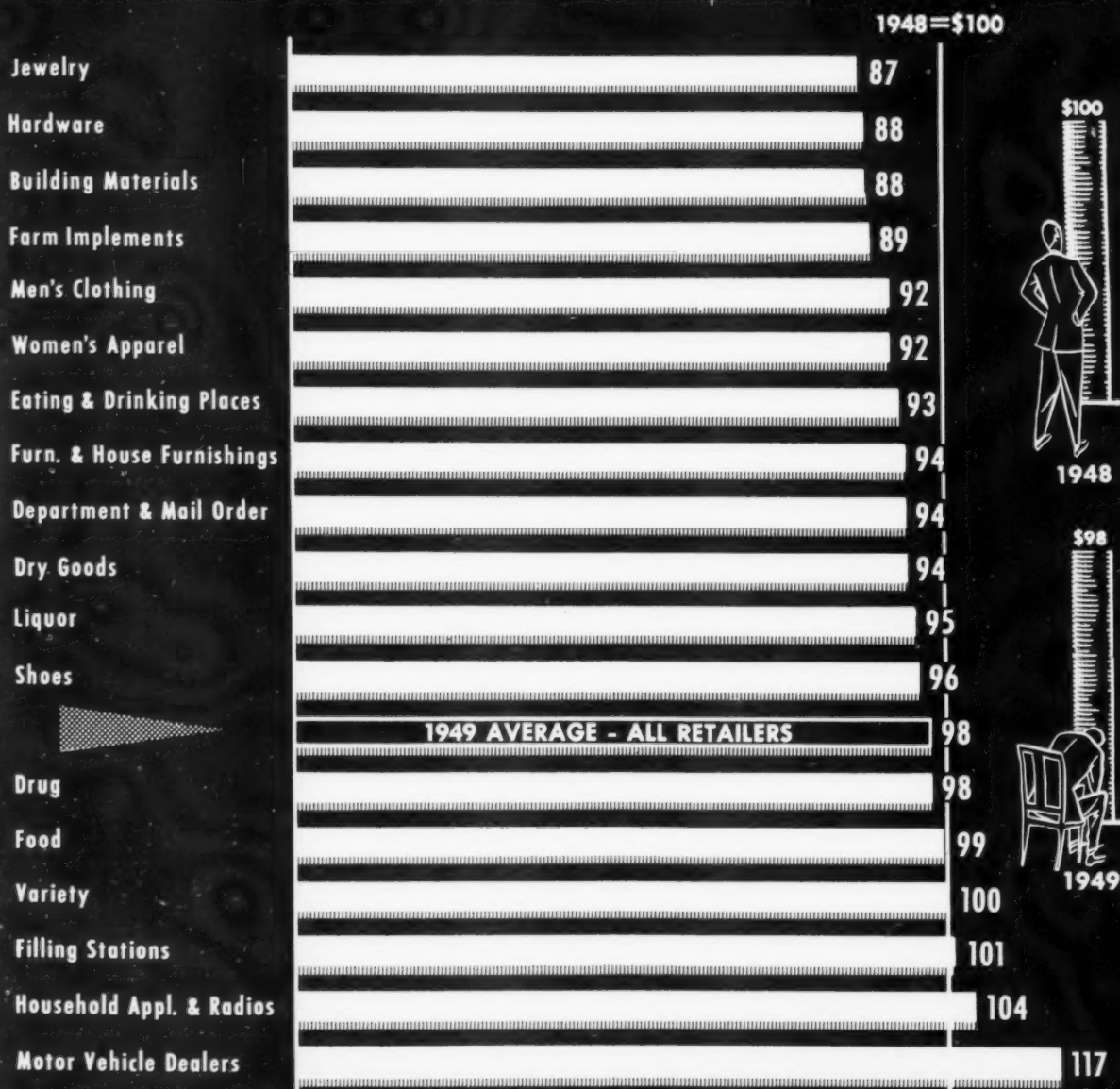


# MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

## HOW RETAILERS FARED IN 1949

For every \$100 which retailers took in during 1948, the corresponding 1949 figure was \$98.



PICTOGRAPH BY  
*Sales* MANAGEMENT  
4-15-50

Source: February, 1950  
"Survey of Current Business," Department of Commerce





## Washington's "1000-Responses-per-Program"

### Television Show

If you are seeking methods of moving the youth market into action, you'll find the perfect formula in Washington, D. C. on Television Station WNBW. There's an afternoon show (1:00-5:00 PM) on WNBW that is famous for its response from small fry, "The Circle 4 Round-up." It has a chuckwagon full of merchandising ideas, a "Circle 4 Rangers Club," a tremendous mailing list of youthful prospects for *your* product.

During the first three weeks on television screens, the "Circle 4" mailbox saw an avalanche of 15,000 requests for membership cards . . . that's 1,000 responses per program.

You can participate in this 1,000-responses-per-program show for only \$38 per one-minute film announcement. You can't reach the Capital's youth so effectively for so little by any other medium.

For further information, ask your agency to contact the nearest NBC Spot salesman, who represents:

WNBT . . . . .	New York
WNBQ . . . . .	Chicago
WPTZ . . . . .	Philadelphia
KNBH . . . . .	Los Angeles
WBZ-TV . . . . .	Boston
WNBK . . . . .	Cleveland
WNBW . . . . .	Washington
WRGB . . . . .	Schenectady-Albany-Troy

**NBC**

**SPOT SALES**

NEW YORK • CHICAGO • CLEVELAND • SAN FRANCISCO • HOLLYWOOD



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## Washington's "1000-Responses-per-Program" Television Show

If you are seeking methods of moving the youth market into action, you'll find the perfect formula in Washington, D. C. on Television Station WNBW. There's an afternoon show (4:00-5:00 PM) on WNBW that is famous for its response from small fry, "The Circle 4 Round-up." It has a chuckwagon full of merchandising ideas, a "Circle 4 Rangers Club," a tremendous mailing list of youthful prospects for *your* product.

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WPTZ . . . . .	Philadelphia
KNBH . . . . .	Los Angeles
WBZ-TV . . . . .	Boston
WNBK . . . . .	Cleveland
WNBW . . . . .	Washington
WRGB . . . . .	Schenectady-Albany-Troy

**NBC**

**SPOT SALES**

NEW YORK • CHICAGO • CLEVELAND • SAN FRANCISCO • HOLLYWOOD

SALES MANAGEMENT

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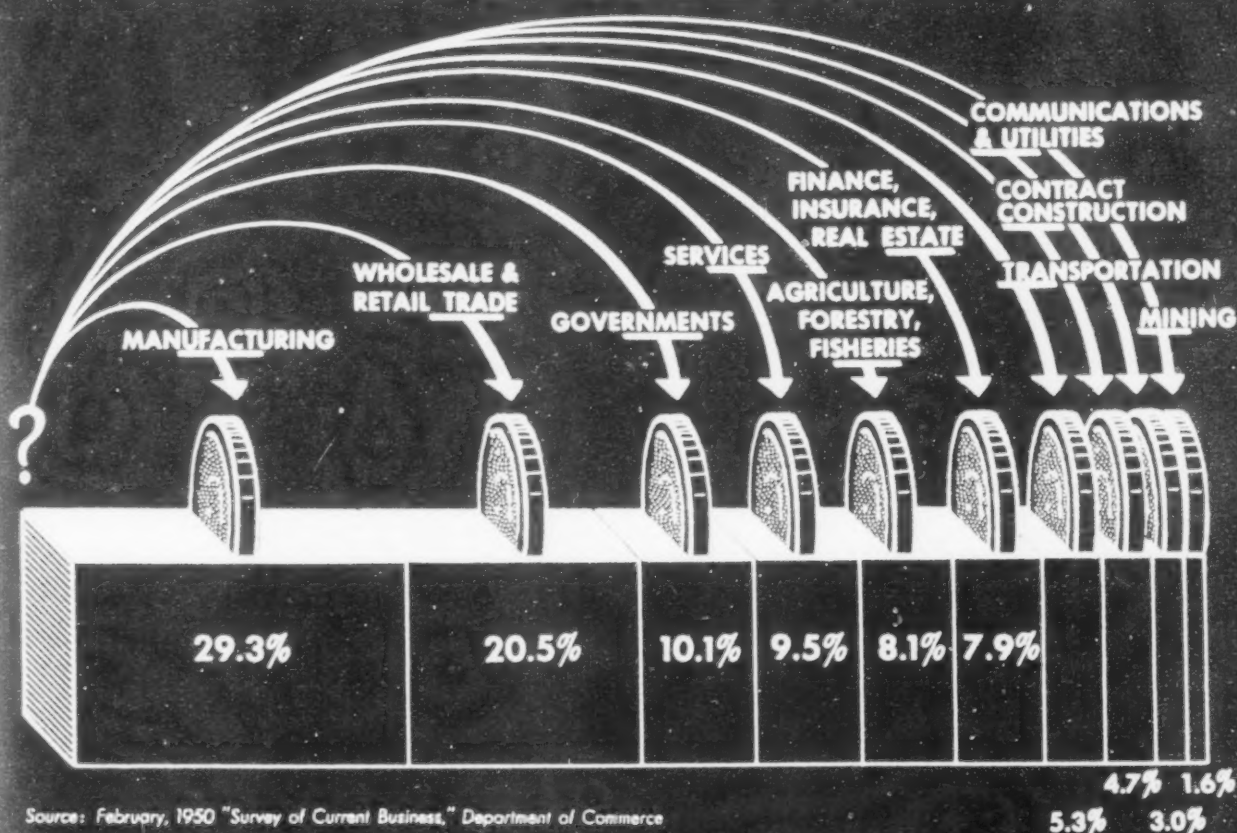
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# Where our 1949 INCOME came from



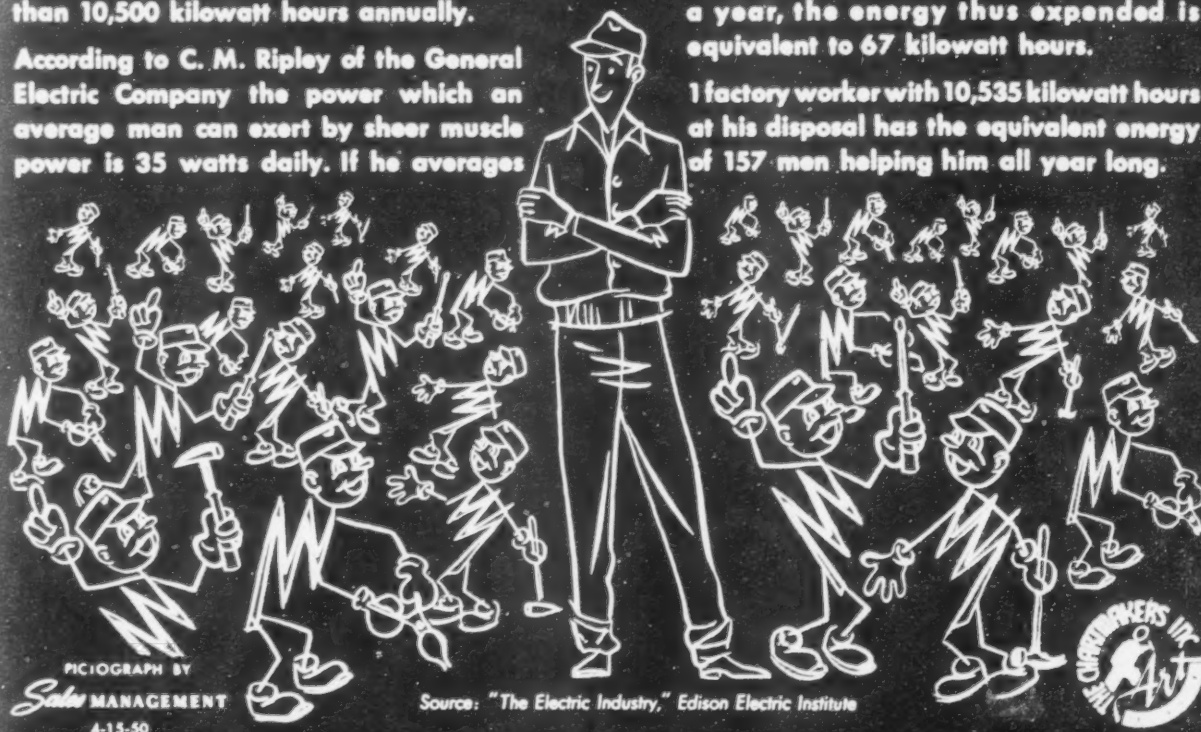
## Every Worker has 157 Electric Helpers

The average U.S. factory worker uses more than 10,500 kilowatt hours annually.

According to C. M. Ripley of the General Electric Company the power which an average man can exert by sheer muscle power is 35 watts daily. If he averages

240 eight-hour days of manual work a year, the energy thus expended is equivalent to 67 kilowatt hours.

1 factory worker with 10,535 kilowatt hours at his disposal has the equivalent energy of 157 men helping him all year long.



# How many of these



The presses of the world have devoted tons of paper to their acts...school children have memorized their careers...they have been worshipped — or hated — in all corners of the world!

But despite the international reputes of (left to right) Victor Emanuel, Albert, and the Czar, you're probably better acquainted with the roly-poly regent at the right.

*Yet Soglow's Little King has achieved his fame by holding court in the comics.*

Is there any more graphic way of demonstrating the tremendous editorial impact of PUCK, the *only* na-

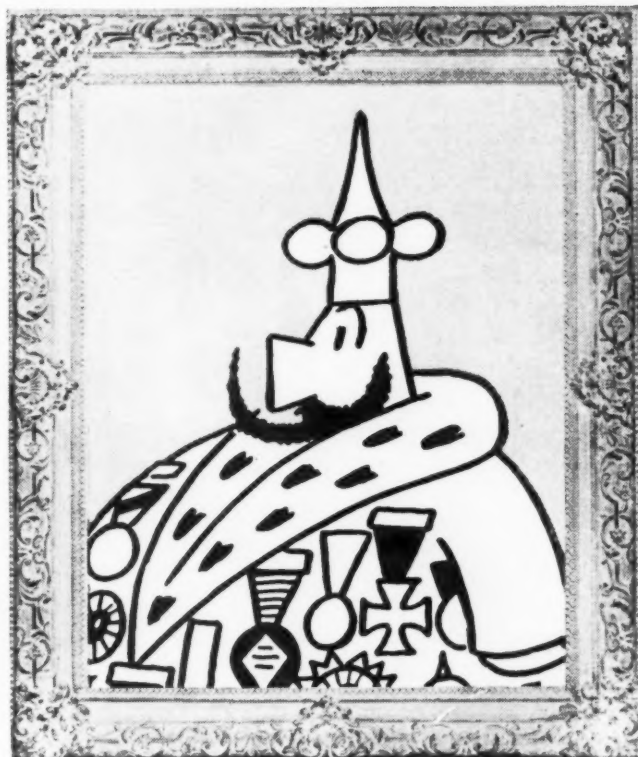
tional comic weekly? Doesn't it show how PUCK's all-star cast of characters has woven itself into America's life...Jiggs, who "sold" corned beef and cabbage; Pop-eye, who made spinach a top favorite; Dagwood, who helped the U.S. Atomic Energy Commission explain nuclear energy?

Do you wonder that such hard-headed firms as General Electric Co., R. J. Reynolds Tobacco Co., Kellogg Co., and many others spend millions of advertising dollars in PUCK, The Comic Weekly?

Educators speak of comics as "a social force" that



# rulers can you name?



E.K.P.S.

constantly helps shape our manners, morals, and thinking. Shrewd business men speak of the comics as a tremendous "sales force"!

PUCK, The Comic Weekly, distributed with 15 great Sunday newspapers, from coast to coast (and its two advertising affiliates), reaches more than 18,000,000 adults (and their youngsters) in 7400 communities where 83% of all retail sales are made.

Year after year readership reports show PUCK delivering 3 to 5 times more thorough readers of advertising per dollar than top weekly magazines. If you

want to know why advertising in PUCK is so effective in selling goods, ask us about "Getting More Out of the Dollar!"



## THE COMIC WEEKLY

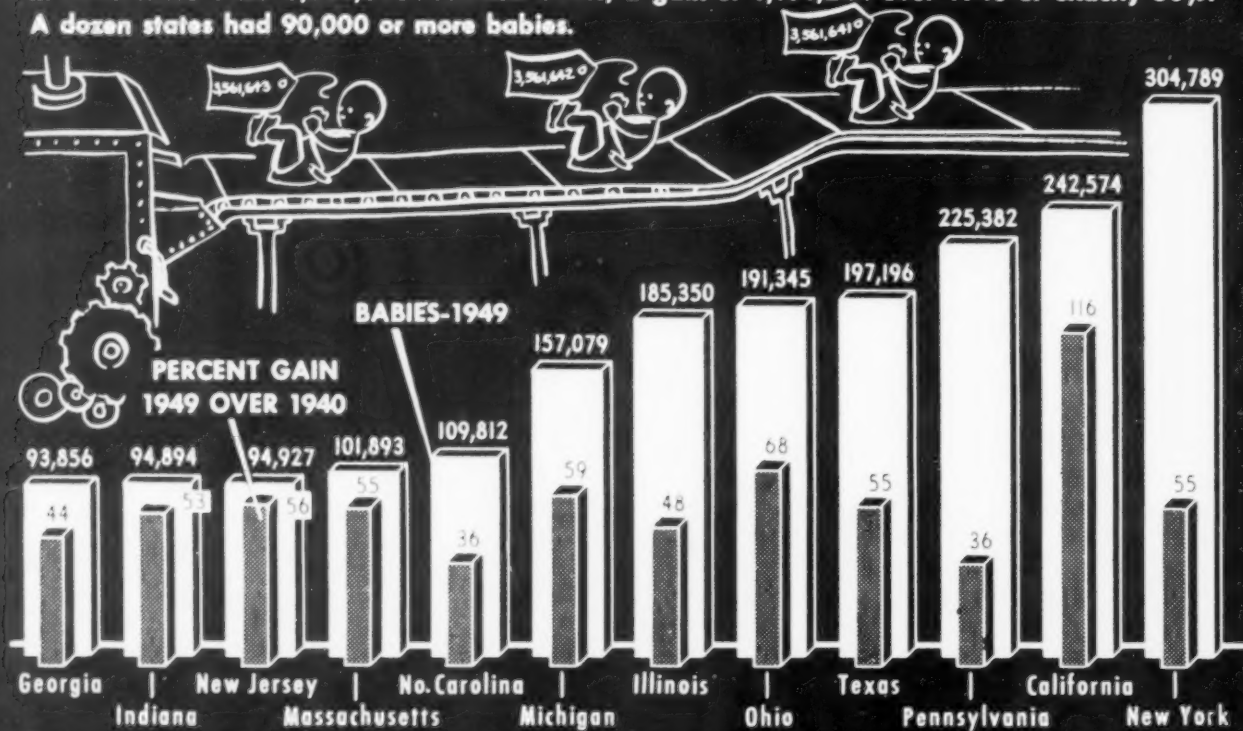
The Only NATIONAL Comic Weekly

—A Hearst Publication

63 Vesey St., N.Y., Hearst Bldg., Chicago, 406 Hearst Bldg., San Francisco

# The DOZEN STATES leading in BABY PRODUCTION

In 1949 there were 3,561,643 recorded births, a gain of 1,191,244 over 1940 or exactly 50%. A dozen states had 90,000 or more babies.



Source: "Topics" of Modern Medicine

## HOW MUCH DO CHILDREN EAT?

The answer is that they increase the food budget by 37.6% in the average household. The basic data comes from a U.S. Department of Agriculture survey made in the spring of 1948.

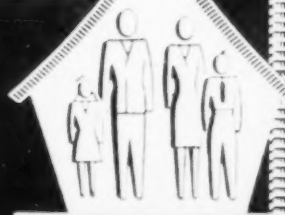
Weekly Expenditure per Household for Purchased Food

HOMES WITHOUT CHILDREN



\$19.41

HOMES WITH CHILDREN



\$26.70

Households with children show the following percentage increases over those without: milk products 86, fats and oils 36, flour and cereals 76, bakery products 50, meats 21, canned fruits 65, canned vegetables 64.

PICTOGRAPH BY  
**Sales MANAGEMENT**  
4-15-50

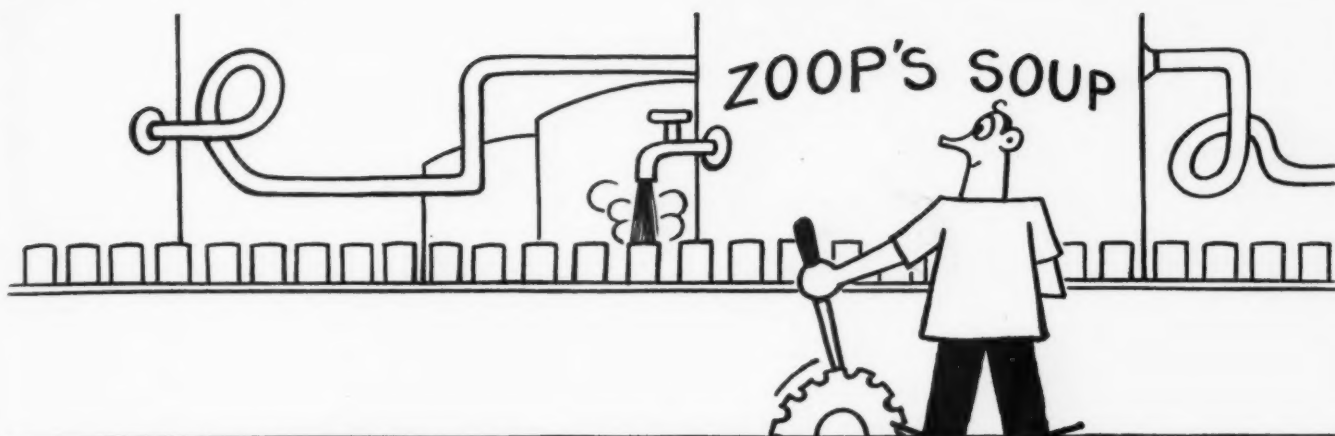
Source: "Food Consumption," Research Bureau of Parents' Magazine











**THE MONEY PAID OUT IN PAYROLLS**



**COMES BACK FAST WHEN YOU SELL TO**



**THE BIG-EARNING, FAST-SPENDING WAGE-EARNER MARKET**

**THROUGH**

**TRUE STORY**  
*Women's Group*

TURN YOUR PAYROLL DOLLARS INTO HOMING PIGEONS

No other road to America's big-earning, fast-spending WAGE-EARNER Market offers you these advantages:

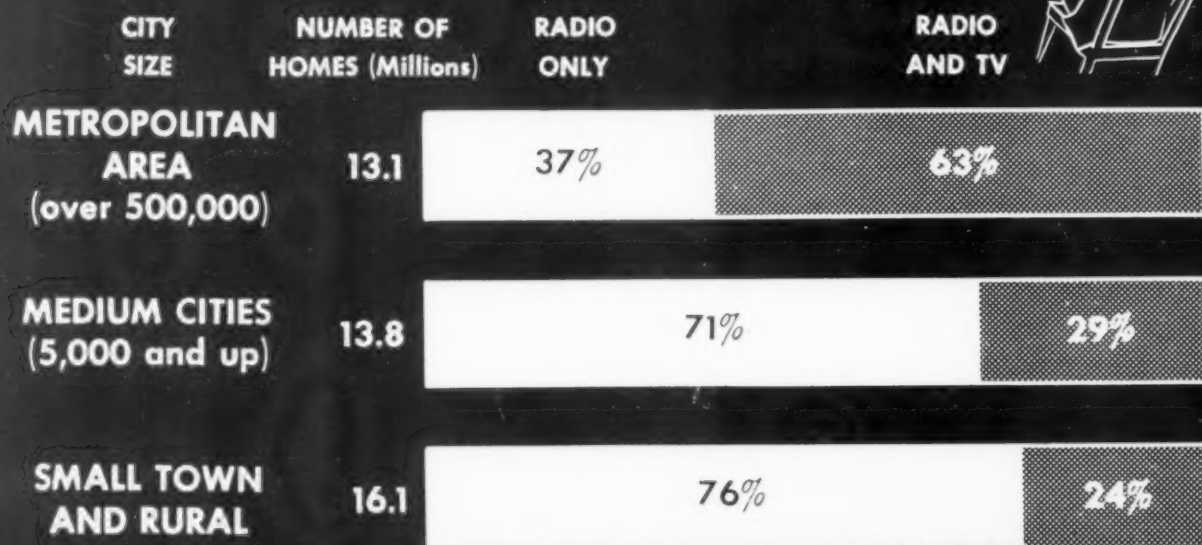
1. In one package, you reach 8,575,000 women...shoppers for nearly 30% of all wage-earner families. And 2 out of 3 are in "age of acquisition"—30's or younger.
2. You reach this market at rock-bottom cost—as little as \$1.22 per page per thousand!
3. 90% of magazine ad dollars are spent in magazines which are over the heads of this market (research available). TSWG speaks their language.
4. They're the current active buyers at any given time—they shell out \$728,000 every month at the newsstands alone just for the magazines in the TRUE STORY Women's Group.

**SELL THE FAST-SPENDING WAGE-EARNER MARKET AT ROCK-BOTTOM COST!**

# RADIO and TV in 1954



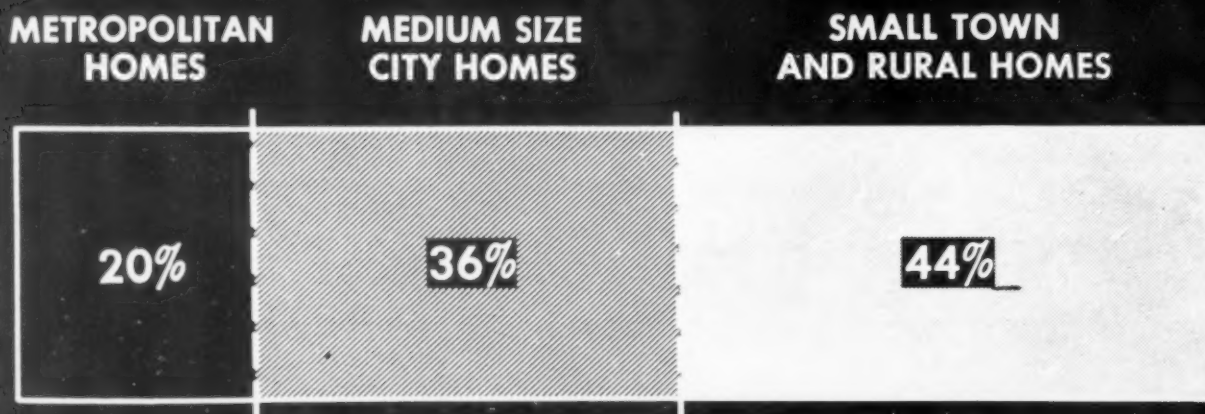
A. C. Nielsen has projected set ownership ahead to January, 1954, broken down by city size groups, and assuming that all TV homes also will be radio homes.



*As television grows, radio will become increasingly important as a means of reaching small town and rural markets.*

## THE 1954 EVENING RADIO AUDIENCE

Assuming that an evening program has 20% of the available audience and that 46% of radio homes have the radio turned on, a sponsor will reach 2,628,000 families in 1954, divided as follows:



Division of the Total Audience

PICTOGRAPH BY  
**Sales MANAGEMENT**  
4-15-50

Source: A. C. Nielsen before Grocery Manufacturers of America, Inc.







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## 7 Questions About Promotional Mail

Industrials disclose how  
they make up and charge  
for literature.

How do your methods of distributing industrial promotional and technical literature compare with plans in effect in 162 concerns?

You can check yourself against the answers contained in "Sales Report No. 5," just issued by the American Supply & Machinery Manufacturers' Association, Inc., Pittsburgh. The report lists seven questions and gives answers from 162 industrial concerns.

The questions are:

1. Do you imprint literature for your distributors? Of those who answered this question, 114 said they do, while 13 do in part, and nine do not.

2. When do you imprint literature? Answers: 22 do it for all distributors, 108 only when requested, and 30 when request involves certain quantities.

3. When you imprint, do you imprint at no charge? (129 reported they did so.), or do you charge for printing? (5 said yes.), or charge in certain cases? (9 said yes.)

4. When you receive a request for a large quantity of literature, do you send quantity requested? (40 do so.), or arbitrarily reduce quantity? (35 do.), or do you check to ascertain how literature is to be used? (88 do.)

5. Do you charge for literature (whether imprinted or not)? "No charge under any circumstances" was the answer given by 126 concerns. "Charge beyond a specified quantity or dollar value," said 7 companies.

6. Do you mail literature for your distributors to lists furnished by them? This question was broken into three sub-questions: If you do, do you charge for literature? (3 said yes, 23 said no.) Do you charge for mailing costs? (4 yes and 21 no.) Do you charge for postage? (10 yes and 19 no.)

7. There is an increasing tendency among smaller distributors to make up their catalogs by using manufacturers' printed circulars, catalogs, price lists, etc. In some cases this involves considerable quantities of literature. Do you fill such requests without question? (25 do.)

## ARE YOU OVERLOOKING THE 122,000 CONSUMERS IN THE TROY NEW YORK CITY ZONE?

They Can Be  
reached by ONE  
newspaper at  
ONE COST

**16c** Per Line.

**122,000**

Consumers in one  
market entirely  
within a 3½ mile  
radius.

**99.8%**

Coverage through  
one medium.

**44,261**

A.B.C. Circulation.



## THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •
- TROY, N. Y.



**PLUS COVERAGE.** A calendar was offered to listeners of WGAR's "Range Riders". Local response was tremendous. But there also were requests from 199 towns and cities *outside the state of Ohio*... from Canada, Maine, Virginia, Michigan! This is a plus coverage that national advertisers get on WGAR!



**WIDE AWAKE PROMOTION.** A WGAR-published newspaper, "The Dial", is one of WGAR's many promotional activities. Mailed to a select list of merchants throughout WGAR's coverage area, it keeps dealers informed about WGAR personalities, programs, sponsors, and products.



*in Northern Ohio..*

# WGAR

**the SPOT for SPOT RADIO**



**AN OUTSTANDING PROGRAM.** Jack Dooley, specially trained U. of Iowa newscaster and Des Moines Radio News Award winner, takes over WGAR's oldest established news program... the 11:00 PM News. This program is now available for sponsorship. Ask us about it.

**A WGAR SPONSOR.** Watkins Furniture Company of Cleveland is a successful advertiser on WGAR. They are now in their *seventh renewal* of WGAR's popular "Mayer of the Morning" program, Monday through Friday. You are in good company on WGAR.

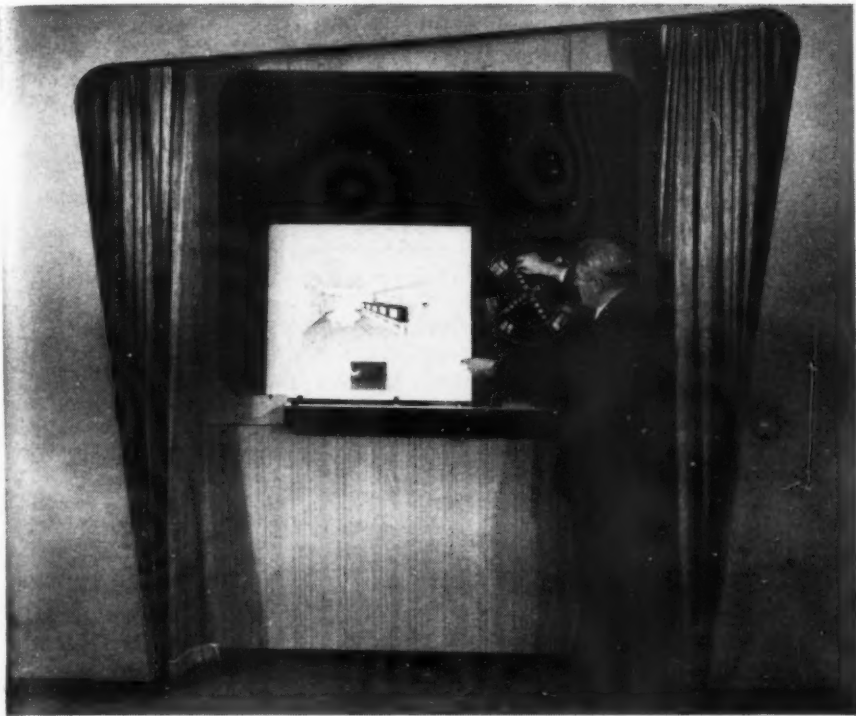


**RADIO... America's Greatest Advertising Medium**

**WGAR... 50,000 watts... CBS**

**Represented Nationally by Edward Petry & Company**

**SALES MANAGEMENT**



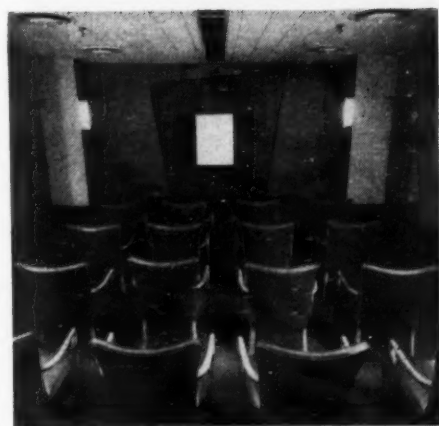
## U. S. Steel's Design For Conferences

To tie U. S. Steel's diverse sales-advertising activities together in the Pittsburgh office, it's necessary for executives to hold numerous group meetings. These meetings now can be held in a special room equipped with a host of presentation facilities—movies, slides, easels and a blackboard.

The stage (above) is set up to handle each type of presentation at the flick of a switch or two. Stage curtains are controlled by electric motors. A mask makes a suitable background for artwork. Behind the mask are a flat screen and a beaded screen. Each can be quickly pulled down into place. A blackboard is behind the screens. Even a chalk tray is provided at the bottom of the board. Speakers for sound equipment are built into both sides of the stages. An intercom system also has been built in, handy for the speaker to communicate with projectionists in the soundproof booth at the rear.

At the upper right is a typical setup for a small meeting at which easels are to be used.

Some meetings call for discussions where it's important for conferees to see each other, as well as to have illustrative material displayed on the stage. This setup is illustrated at the bottom right. The conference table can be made up from one to as many as eight folding tables.





## the right combination

opens the door to profits.  
See that your campaign  
clicks... test it first!

Roanoke offers the right combination for an effective test. Natural mountain barriers separate this self-contained 17-county market of more than 450,000 diversified population from competing markets. Roanoke newspapers completely dominate the area, insuring undistorted measurements of the results of your test.

## TEST FIRST IN ROANOKE AN IDEAL TEST MARKET

Read "MARKET TESTistics"...



interesting, informative booklet that explains and illustrates the basic ingredients for an accurate test market.

Write for your complimentary copy to  
SAWYER-FERGUSON-  
WALKER CO., 60 East  
42nd Street, N. Y. 17

## ROANOKE

TIMES AND WORLD-NEWS  
ROANOKE VIRGINIA  
SAWYER • FERGUSON • WALKER CO.  
National Representatives

# Shop Talk

## Reading for Profit

There's a technique for everything—even for reading a business paper. Prodded by a fellow-editor, we're devoting this column to some simple suggestions for getting your money's worth (and much more) out of **SALES MANAGEMENT**. Here we go:

1. You must make your reading time. Selective and thoughtful reading is your best single source for keeping abreast of the fast changes that characterize today's business. Effective executives are creative thinkers. Continuous deposits must be made in your bank of ideas if you are to keep drawing on it. If you do not continuously store new ideas, you will become the victim of creeping mental starvation.
2. Learn to read purposefully. You cannot gain much help from passive reading. Reading for profit calls for a two-way flow of thought... the printed page becomes valuable only if you continuously and consciously ask, as you read, "How can these ideas be applied to my business?"
3. "Shop" each issue and use a pencil. Go through the pages, mark for detailed reading articles whose subject matter is of immediate and special interest. Mark things to be clipped later. Watch for quotes for your speeches, nuggets for sales bulletins, program features for your sales meetings. Read the special-interest articles in detail. But learn how to skim other articles.
4. Reach for principle. An idea originated by someone else may not, at first glance, seem applicable to your business. But if you define the principle involved, you may spot a clear and direct relationship to some problem that is plaguing you.
5. Never under-estimate the importance of reading a-field of your own industry. The older your industry, the more "set" in its ways as a result of tradition, the greater the opportunity for increasing sales through ideas representing a fresh and original approach. There's another important reason, too: The next big competitive threat to your industry may well come from *outside* the industry. Such developments are now common in our present highly dynamic economy.
6. Sure, tear it up! Almost every issue of SM has in it material which you do not need today, but may need tomorrow or next month. When you've finished reading, tear out things that deal with routine problems and get your secretary to file them under appropriate headings. (Examples: "Convention Stunts;" "Sales Bulletin Material;" "Point-of-Sale Promotion Ideas.")
7. Ask for reprints. Many of the features in SM which have wide applicability are reprinted for distribution at nominal cost through the Readers' Service Bureau. That means you can place them in the hands of your associates, your distributors, your branch managers, with minimum inconvenience. Listings of Readers' Service reprints appear frequently in SM.
8. Write to the editors. **SALES MANAGEMENT** will be more helpful to everyone if you express your reactions to articles, if you tell us what's on your mind. Every letter of response or inquiry helps the editors to select subject matter and decide on treatment for future issues.
9. If the specific idea doesn't apply, look for the general. Example: You may read a report about the way X Company consolidated three sales control forms into one to save money and time. Their forms may have dealt with subject matter unrelated to your selling operation. But if you consider the principle involved, you may realize that control forms in your sales department have multiplied over the years beyond all reason. You need a "housecleaning." You put a committee



to work to (1) gather up samples of all forms used, with a statement of who uses what, for each; (2) determine how many can be eliminated; (3) seek opportunities for consolidating two or more; (4) find ways to simplify those that must be used. We know one firm that did it. They saved \$60,000.

10. If you're associated with a small company, do not neglect reading about big companies on the assumption that their operations are too big and too costly for you to adapt. One small idea, selected from an entire program, may turn out to be worth diamonds.

11. Use back issues of SM as a reference source on special jobs. It may not be necessary for you to tackle a problem from the ground up. You can profit by the errors and successes of others. Readers' Service will furnish bibliographies.

12. Don't neglect to read the advertising. In almost any printed medium, especially in a business paper, the advertising is as much a part of the news and the service as the editorial pages. Judicious clipping of ads can build a services-and-products source file. And many of the booklets, surveys and other pieces of literature offered in advertisements will supply you with thousands of dollars' worth of basic market data either free or at nominal cost.

13. Share the wealth of your reading in SM. Watch for articles which will help your associates—both up and down the line of organization.

14. Beware of the "read and forget" habit. An idea is worthless until it is put into action. When you spot an adaptable idea, do something immediately to implement its application to your own business. Assign the project to an associate or put a committee to work on it. Give the individual or the committee a deadline date for a report and a plan.

As we've listed these points, we have assumed that you subscribe wholeheartedly to the theory that practical business ideas are transferable from one business to another, from one industry to another. The question is, are you making the theory work for you and your business? We have only scratched the surface of the possibilities for increasing efficiency by adaptation. Too many of us are walking the floor hoping lightning will strike, and we'll come up with something brand new and original that will embody sure-sock promotion possibilities. Such flashes of genius come very seldom indeed; but thousands of other, less spectacular ideas are immediately available for the recognition and the application.

I've been told that the original idea for packaging sheets came from the candy business. A pen company developed a new and better sample case utilizing the form and principle worked out by a notions firm. A motor maker "lifted" a very successful portfolio idea from a presentation originated by *The Saturday Evening Post*. A demonstration kit used by a flour and feed firm stimulated the design of a similar sales tool by a food specialty products manufacturer. It was a smashing success. A drug products firm opened 2,300 new accounts by taking over a ten-day trial plan after observing the way such a plan worked in the publishing business. Do not these simple examples suggest the wisdom of continuous prospecting, a more purposeful search for tested plans that can increase your selling efficiency?

In its greatest common denominator, SALES MANAGEMENT is, after all, mostly a clearing house of ideas. Its whole reason for being was expressed by Thomas Carlyle when he said, "That man is the most original who is able to adapt from the greatest number of sources." We offer you many sources. The job of adapting is yours.

**A. R. HAHN**  
Managing Editor.



## TRY A **Milprint** PACKAGE

Wonderful how a new suit gives you a new outlook on life! Why not a sparkling new Milprint package for your product to brighten up sales—to give consumers a persuasive eye-fel. Our creative designers and merchandising men know how to build sales appeal into a package.

Your local Milprint man is ready to offer suggestions. No obligation. Call him, or write us, and learn why many of America's most famous brands are marketed in Milprint packages.



*Milprint Mil-O-Seal keeps meat products fresher—sells them faster. Made of Pliofilm to stop costly shrink and spoilage.*

### Use Milprint "Follow Through" Service

Milprint can create and produce all your printed promotional material—lithographed displays, booklets, car cards, point-of-sale pieces, folders—everything you need to help merchandise your packages and advertising.



General Offices Milwaukee, Wis. Sales Offices in All Principal Cities  
Printed Cellophane, Pliofilm, Acetate, Glassine, Plastic  
Films, Foils, Folding Cartons, Lithographed Displays,  
Printed Promotional Material.



With a streamlined, one brand line of quality- and sales-tested tires, batteries and accessories, backed by national advertising and moved by point-of-purchase sales training and promotion, Atlas Supply makes "fill'er up" mean a lot.

## 38,000 Service Stations Become Selling Stations

When you stop for gasoline today at any one of 38,000 service stations across the country which bear both oil company and red, white and blue "Atlas" signs, you'll probably buy more than gasoline.

For 21 years Atlas Supply Co., Newark, has set the pace for what the oil trade calls "TBA." This stands for tires, batteries and accessories. *National Petroleum News* has found that of 24 major oil companies with a total of nearly 400,000 service stations in the United States, all but one (Continental) are now engaged in promoting it.

In 1949 *NPN* showed that for every 1,000 gallons of gasoline sold by stations, at \$250 or more retail, other sales and service functions totaled \$167.17. In the latter figure

were tires and tubes, \$34.95; lubrication services, \$33.70; accessories (or "auto necessities"), \$30.07; motor oils and lubricants, \$28.11; other merchandise, \$18.24; other regular services, \$11.16, and batteries, \$10.94.

Stations of 10 of the 23 oil companies in TBA, *NPN* reported, sell private brands of some TBA items: Cities Service, Gulf, Phillips, Pure, Socony-Vacuum, the Standards of California, Indiana, New Jersey and Ohio, and Sunoco. These 10 have a total of nearly 240,000 stations.

Atlas Supply now serves the stations of eight companies in this country and about 40 throughout the world. Incorporated on February 27, 1929, just eight months before the stock market crash, it began to sell tires under its own brand through



**POINTED AT POINT OF SALE**—All of Atlas Supply Company's sales, national advertising and promotion efforts are directed at getting the motorist to buy tires, batteries and accessories when he stops for gasoline at the "island" of any one of 38,000 service stations. The "Wanna start sumpin'?" 24-sheet poster was reproduced that month in point of sale material.

Colonial Beacon (now Esso) stations in New England.

The new company could not have picked a harder nut to crack than tires. The biggest factor in tire distribution then was more than 45,000 independent dealers and distributors. There were nearly 10,000 chain and "mail order" units, nearly 4,000 tire manufacturer-owned stores, and a thousand or two manufacturer-direct, cooperative and department stores.

W. W. Leigh of the University of Akron found that oil company outlets in 1929 were selling less than 2% of all replacement tires. By 1947, however, he showed, their proportion had grown to 23.1%. Today it is estimated at 30%.

First in company-operated and then in independent stations of its oil



## MICHIGAN FOLKS ARE THE *Eatingest People!*

Folks in the Booth Michigan Market spend 565 million dollars\* every year, just for food! Are you promoting your food products in this rich market? You can . . . *profitably*—by advertising in all 8 Booth Michigan Newspapers!

\* Sales Management  
1949 Survey of Buying Power

*For specific information, write or call*

The John E. Lutz Co., 435 N. Michigan Ave.,  
Chicago 11, Superior 7-4680

A. H. Kuch, 110 E. 42nd Street,  
New York City 17, Murray Hill 6-7232

## BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS  
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS



company customers, Atlas gradually widened the distribution of its own brand of tires. Competitive brands were relying on large-scale advertising, on price appeals and the wide range of their lines. But Atlas concentrated on "the merits of a single line, a new and convenient form of distribution, on modest margins, but fast turnover."

Shortage of space at stations makes simplified lines and fast turnover essential. The tire sizes in the Atlas line covered about 98% of the "quality" market, which represented

about two-thirds of the total replacement market.

With the depression and aggressive price competition, Atlas introduced a lower-cost Junior Atlas tire line, in eight sizes. The company told dealers, however, that this line should not "give the impression that it can be as good as first-line." By 1940, when other producers were selling as many as 11 tire lines, Atlas still had only four—De Luxe, Grip-Safe, Junior and a special purpose Lug Grip—to meet the tire needs of farm, industry, business and just motorists.

When Atlas started selling batteries it discovered that some manufacturers were offering as many as 68 types for the replacement market. Atlas concentrated on eight, which were estimated to reach 98% of all prospects; developed a "complete battery department" for 2½ square feet of floor space, which "put the gasoline dealer in the battery business with the plugging in of one wire." Later, in 1947, the company introduced a battery merchandiser—a display rack with built-in charger, eliminating the need for dealers to remove batteries now and then for boosting charge. Fifty batteries may be kept fully charged in their cartons.

Atlas was able to reduce its muffler line from 300 to 20.

Through two decades the number of items has grown to more than 50—from radiator hose, fan belts, wiper blades and fuses to seat covers. But all have been kept streamlined, for easy handling and easy sale.

#### Five Reasons for Growth

This principle of "maximum business with minimum inventory," SM was told, is one of five on which the business has grown. The others are:

"1. Each new product is quality-tested—in the laboratory and in actual service.

"2. Then it is sales-tested—for consumer acceptance and station profit.

"3. To promote fast turnover of all its products Atlas provides sales and service helps, with simple instructions and easy-to-use tools and testing equipment.

"4. All this is supported by expanding national advertising to build acceptance of the Atlas name, and by sales training for station personnel and point of purchase material to win more TBA business."

Atlas is not directly a manufacturer. The products which bear its name are made, to Atlas specifications, by other companies. For tires and batteries, Atlas makes its own molds. In buying and testing, all products added to the line must prove up to Atlas standards.

The Atlas merchandising idea took hold so rapidly that by 1934 more than half of customers' service stations were selling its products. In 1936 the imposition of chain store taxes led the oil companies to sell many of their own stations to independent dealers. (Of nearly 400,000 stations of the 24 major oil companies, about 350,000 are now operated by independent dealers.) But this

**Bind this modern way**  
**right in your own office or plant**



**1 PUNCHING:** Insert paper...push down handle.

**2 OPEN BINDING:** Operation opens rings mechanically.

**3 INSERT:** Slip covers and sheets onto open rings.

**4 CLOSE:** Release handle and remove finished job.

*Everyone* likes GBC® plastic bindings...  
**even your treasurer!**

The eye-catching color and smooth-turning pages of a GBC plastic-bound book command attention and win friends every time. A GBC plastic binding on your personalized sales presentations, reports, catalogs and other printed pieces gives you the prestige of custom styling at a cost that is counted in pennies.

With GBC's inexpensive new Table Model plastic binding equipment your girl can give you plastic-bound copies of any document in a matter of seconds. Every page, no matter how stiff, turns easily on the smooth polished plastic rings...lies perfectly flat.

Every inch of page surface is visible and usable. And you can bind anything from a vest-pocket memo book to a full scale sales presentation...all with the same ease...all with the colorful, tailor-made look that distinguishes a GBC plastic-bound book...and all at a cost so low it will amaze you! Let us put this equipment to work in your office under our special trial offer\* plan. Only in this way will you see its unlimited versatility...its ability to dress up your literature...and to reduce your costs.

Fill in and mail the coupon today for full information.

*\*for a limited time only*

U.S. and Foreign Patents have been applied for on GBC Binders and on GBC Binding Equipment



**General Binding Corporation, Dept. SM-4**

808 W. Belmont Avenue  
Chicago 14, Illinois

#### Send coupon for details and Special Trial Offer



**General Binding Corporation, Dept. SM-4**

Without obligation, please send me Bulletin 1600 describing your new low cost portable GBC plastic binding equipment. Tell me how I can try out this equipment in my own office.

NAME \_\_\_\_\_  
COMPANY \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ ZONE \_\_\_\_\_ STATE \_\_\_\_\_

only accelerated the TBA trend.

The oil companies found that the greater the over-all volume and profit available to dealers, the higher the caliber of dealers, and therefore the larger their volume on gasoline and oil products.

In 1935 Atlas moved abroad, starting in Brazil. Since then its operations have been extended to more than 60 countries in Latin America, Europe, and the Far East. The work of these dealers has been aided in the last four years by world flights of the "Atlas Sky Merchant," a DC-4 flying showroom of its automotive and aviation products. In 1947 the company formed a marine department.

But the bulk of its business is still automotive, and in the USA—and so is most of its sales training and promotion.

The Atlas company and its policies were initiated in 1929 by F. H. Bedford, who continues as president. J. E. Partenheimer is vice-president and general manager, and J. H. Buchanan, treasurer. For the last three years Harry C. Davies has been general sales manager. The sales promotion and advertising program was developed under Paul E. Belknap, who has been assistant sales manager since January 1. At that time Henry J. Archer Jr. became advertising and sales promotion manager.

#### Point-of-Sale Power

Until after the war, Atlas concentrated promotion predominantly at point-of-purchase. One executive told SM: "We think of point-of-purchase as our strongest advertising medium. Although it now gets only about 10% of our total advertising-promotion budget, this is due largely to the fact that other media costs are proportionately higher. The more we expand in other media, the more we're going to emphasize point of purchase."

"National advertising pushes the customer toward the product; point-of-purchase pushes the product toward the customer. The two meet on the 'island' and in the store of a service station."

With Atlas the two are closely integrated.

An outdoor poster campaign was launched in 1945. Twenty-four sheets were scheduled on 11,000 boards four times a year. Theme of each poster was used in the main station window display. When a series of color pages got under way last July, in *Collier's*, *Country Gentleman* and *The Saturday Evening Post*, dealers were given

blowups of each monthly insertion to be used with other p-o-p. materials. (McCann-Erickson, Inc., New York City, handles the account.)

The outdoor poster campaign has received wide recognition. Thus far 12 in the series have been cited by judges in the annual poster competition conducted by the Art Directors Club of Chicago. The highest recognitions were given for "A Hound for Mileage," showing a dog in a pile of Atlas tires, and "Wanna Start Sumpin?" a hard-boiled youngster with an Atlas battery.

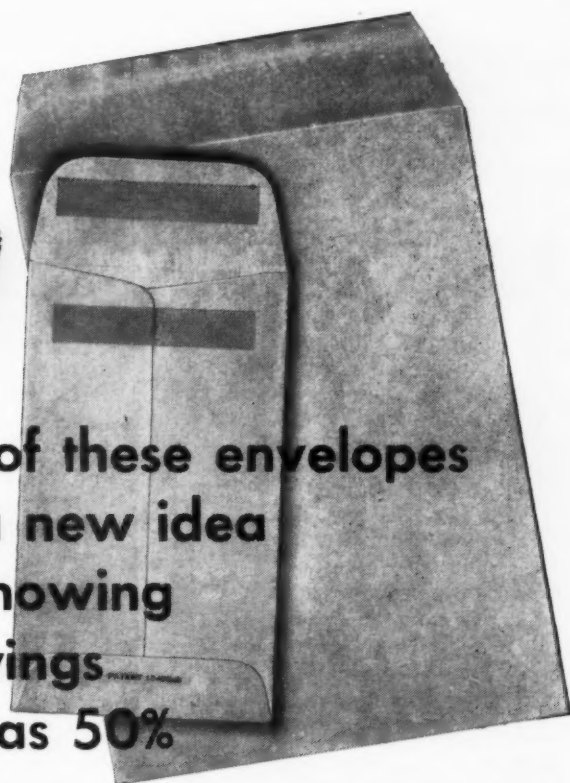
The magazine theme is the safety and long mileage of the tires and the Atlas warranty of 12 months on tires and 21 to 30 months on batteries. In it Atlas can say, "No greater service anywhere." In nearly all states a motorist is never more than 25 miles from a station selling Atlas products.

Atlas' own national advertising is supplemented by promotion of its products in the radio, television and other campaigns of oil company customers.

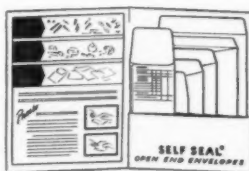
Since 1944 the Atlas point-of-purchase program has been stepped up



**Back of these envelopes  
is a new idea  
that is showing  
Savings  
as high as 50%**



Anything that will improve the salability of the product *and* reduce its cost is doubly welcome in these days of stiff competition. That's why you will be interested in these new U.S.E. SELF-SEAL® OPEN-END ENVELOPES, and their new method of sealing. Savings in packing cost as high as 50% have been realized. These are worth-while — and in addition you have a tough, strong envelope, uniform in color and quality, in a size to meet your needs exactly, and with a printing surface that will make your message look well and read well.



**Free** to Sales Managers, Ad Men and others

— samples and case histories showing how these new Self-Seal Open-End Envelopes have resulted in substantial operational savings. See your Paper Merchant or write to

EA2

**UNITED STATES ENVELOPE COMPANY**



*Divisions from Coast to Coast*

**SPRINGFIELD 2, MASSACHUSETTS**



## Bayonne



### EATS WELL

Bayonne families eat well—on the average, 36% more is spent for FOOD in Bayonne than the national average. Get on the bandwagon—get your share of the \$292 food \$ \$ \$ every person spends in this premium market . . . and remember . . . Only THE BAYONNE TIMES with its concentrated circulation can sell Bayonne.

\*Source—Sales Management

### Bayonne CANNOT BE SOLD FROM THE OUTSIDE

Send for the TIMES Market Data Book

### THE BAYONNE TIMES

NATIONALLY REPRESENTED BY

BOGNER & MARTIN

295 Madison Ave., N. Y. • 228 N. LaSalle St., Chicago

**A-a-a-h!**

**For real comfort**

**HOTEL Lennox Mayfair HOTEL**  
ST. LOUIS 1, MO.

- Radio in every room
- Noiseproofed throughout
- Finest foods
- Garage facilities

Rates from \$3.50      Teletype: SL-139

**If you have YOUNG ideas . . . Read COSMOPOLITAN**

**If you're selling people with YOUNG ideas . . . BUY COSMOPOLITAN**  
America's Most Exciting Magazine

from four to 12 sets of material annually. A brochure shows dealers all the material available to them through the year.

In the first "package"—which appeared during the war—dealers were told that "your station is the logical place to sell batteries, tires, accessories." More tires were becoming available, but there was still a lot of recapping business to be done. "Cars are wearing out daily . . . As you fix 'em, so you sell 'em." One display, showing oil filters, emphasized: "SAVE irreplaceable engine parts."

### "Competition is Coming!"

The display material brochure for 1945 forecast the coming return of all-out competition: "When it seems possible to sell all the merchandise you can get . . . watch out! There's danger in relaxing your selling efforts." Also, the more TBA business "you do, the more chance you will have to sell new merchandise when it becomes available."

Each month for 1945 the company offered a 32x44-inch show window sign, mounted on cardboard with wood frame and supports, a 16x22-inch sign for use either on window or door, and gummed "changeover hints." The program also tied in with special days such as the Fourth of July and Labor Day.

In the 1946 program—in addition to "still" material—Atlas offered dealers a separate motion "story telling" unit called Flash-O-Graph. Invented by Louis Biro, former advertising executive, and produced by Flash-O-Graph Corp., New York City, it repeats 48 letters five times a minute. Each unit—which Flash-O-Graph Corp. describes as a "miniature Broadway spectacular at point-of-purchase"—is 23x6x3 inches, with a message size of 11½x2¼ inches. The whole thing weighs only 6½ pounds.

Flash-O-Graph travels a circular, perforated tape continuously in front of a light, which spells out the message. A sheet of cellophane changes the message to any color selected.

A single Flash-O-Graph unit costs \$48, but in quantities the price is brought down to \$28. Amortized over two years, the cost to the dealer thus becomes about \$1 a month. Message tapes are \$1.04 each in lots of 500. Current consumption is less than for a 60-watt bulb. Installation is simple.

Atlas told dealers that the "moving message machine is covered by a two-year, no charge replacement guarantee." Extra machines were stocked in the customers' division warehouses,

but replacements were few. Some 2,500 dealers ordered them at the start.

Then the large easled center pieces in displays were adapted to Flash-O-Graph use. The machine's power take-off animated other features.

For 1948 Atlas gave primary emphasis to the machine. All large pieces could be used with it and four large pieces, for each of the seasons—could be bought "with motion in the display."

But even point-of-purchase advertising must be capitalized by the ability of station personnel to say some cogent words in the few minutes the motorist is there. In 1945 Atlas introduced an intensive sales training program. Oil company customers were given outlines on how to conduct dealer meetings.

The training program began with home office showings by individual oil companies for their divisional sales managers. These then held meetings throughout the country for dealers and their employees.

Atlas pioneered in using slide films

"The rule of good salesmen is this, that if a prospect is worth calling on at all, he's worth calling on a little while longer."

"The Handbook of Selling" by Charles B. Roth

with recorded speeches.

The first sound movie, "New Horizons," visualized "your opportunity with Atlas." After that, before smaller group meetings, sound movies were presented on tire, battery and accessory selling—each with easel presentations, sales-help booklets and information on display material. Theme is "Action with Atlas."

In the first year alone, the training material was shown before 60,000 station owners, operators, employees.

Today, it is estimated that 40% of the average station's net profit comes from TBA, and about 25% of its entire volume is done in TBA products.

Atlas Supply has contributed its share. This company is now said to be the fifth largest supplier of tires and among the top three suppliers of batteries in the country. And each year since the war—in each of the industries it has entered—Atlas sales have expanded faster than those of that industry as a whole.



# "Sell Business to the Public", Sawyer Urges ANA and Four A's

Commerce Secretary outlines task of his new advisory group. Young of U. S. Rubber asks audits of "free" business paper circulation and magazine "audience" studies to supplement ABC. Agency men elect Fairfax Cone.

American business not only "must continue its great contribution to our prosperous living" but "it must by some method acquaint the American people with the extent and value of that contribution," Charles Sawyer, Secretary of Commerce, told a joint meeting of American Association of Advertising Agencies and Association of National Advertisers at White Sulphur Springs, W. Va., on March 31.

"In each of these fields," Mr. Sawyer added, "advertising plays a part. I am not one of those who think that advertising is an adventitious appendix of American business. On the contrary, business would be a

shrunken and pitiable thing if it had not enjoyed the stimulus and the strength of advertising . . .

"Because [of this] I have formed an Advertising Advisory Committee to suggest ways to improve the services of the Department of Commerce to advertising."

The first job of this committee, headed by Stuart Peabody of the Borden Co. and composed of advertiser, agency and media executives, is to study the department's services.

Mr. Peabody told the two associations that this job, involving a "review of more than 4,000 publications" of the department, is being handled by Frederic R. Gamble,



ANNUAL MEETING of the American Association of Advertising Agencies: (Seated, left to right) Clarence B. Goshorn, president, Benton & Bowles, Inc., and retiring chairman of the board, AAAA; Frederic R. Gamble, president, AAAA; Charles Sawyer, Secretary of Commerce of the United States; Louis N. Brockway, executive vice-president, Young & Rubicam, Inc., and AAAA vice-chairman; Charles W. Jackson, White House, Washington, D. C.; Fairfax M. Cone, chairman of the board, Foote, Cone & Belding, and new chairman AAAA; (standing) Donald Burgess and George T. Van Der Hoef, Chamber of Commerce.

APRIL 15, 1950

No. 1 of a series of people YOU have on Your Mailing List.



THIS IS FORGETFUL FRANK

HE INTENDS . . . to return your reply card "the first chance he gets." But he forgets and then misplaces the card. You lose out . . . that is unless you use REPLY-O LETTER which keeps your reply card always handy in an exclusive slip-out pocket. The card is "pre-signed," too. No need for pencil, pen or fill-in.

That's why tests by mail users in every field prove that REPLY-O LETTER brings more answers for less money. For example:

"The results of the mailing you prepared have been very gratifying. Responses have been received from 34.27%." Cities Service Oil Company

Send for sample letters and free copy of "IT WAS ANSWERS HE WANTED."

Use THE REPLY-O LETTER



Write to the REPLY-O PRODUCTS CO. 150 WEST 22nd St., NEW YORK 11



GIVE YOUR SALES A LIFT

B.D.S.A.A.

Printed Balloons put advertising pressure where you want it—in the home. Yes sir—B.D. S.A.A.—Best Doggone Sales Aids Available.



Write Department C for complete information.

EAGLE RUBBER CO. INC. Ashland Ohio

# What makes a good ad do its best?

Is it Copy? Layout? Art? The Big Idea?

We make so bold as to say it's none of these things. They are all needed to make the ad good in the first place.

What makes it do its best is something not in the ad—but in the minds and attitudes of people as they read it.

Take this couple absorbed in their copy of *Better Homes & Gardens*. Here they find themselves deep in the heart of their main interest—their home, their family, their lives, themselves.

Here they find their dreams pictured, their problems talked over, many a constructive suggestion made.

*What a wonderful chance for your good ad to step in and complete their information by telling them what to buy to get what they need—and where to buy it!*

It's what we call 100% service content that puts these people in that hungry-for-further-information frame of mind. It's 100% service content that makes them look forward to our book—read it avidly—keep it—clip it—act on what they read in it!

That, we contend, is what makes a good ad do its best—the high value people put on it in a magazine that means a lot to them.

BH&G does mean a lot to its readers. More, probably, than any other magazine. They number over 3,400,000\* and they are in the better-than-average-income ranges.

What these people can mean to you, as an audience for your story, is something we'd like to tell you about.

*\*Going over 3,500,000 soon!*



A Screened Market  
of more than 3,400,000  
Better Homes

America's **1<sup>ST</sup>** Point of Sale

**Better Homes**  
and Gardens  
America's **1<sup>ST</sup>** Service Magazine



"YES, A FINE MEETING." Niles Trammel, chairman of the board, National Broadcasting Co., chats with Charles G. Mortimer, Jr., vice-president in charge of marketing, General Foods Corp., during the AAAA's 1950 Annual Meeting.

president of the Four A's, the Four A's research committee and executives of 35 other associations concerned with advertising.

"At present," Mr. Peabody said, "we are frankly feeling our way. We expect that Mr. Sawyer will suggest things for us to develop—in fact he has already done so. For our part, we certainly expect to suggest things to him which will help to bring about a better understanding of business by the public, and perhaps even . . . a better understanding of advertising by business."

Earlier in the week the Four A's had met separately at White Sulphur Springs and the ANA at nearby Hot Springs, Va. The joint sessions were the first the two groups had held together since November, 1941. That Hot Springs meeting led to the formation of the Advertising Council.

The Four A's elected Fairfax M. Cone of Foote, Cone & Belding, Chicago, as chairman; Louis N. Brockway, Young & Rubicam, New York, vice-chairman, and Ralph L. Wolfe of Wolfe-Jickling-Conkey, Detroit, secretary-treasurer. Mr. Cone succeeds Clarence B. Goshorn of Benton & Bowles, New York City. ANA elections will be held next fall.

Discussing "Freedom of Choice in America," Mr. Goshorn pointed out that "your determination to make your own decisions as to what you buy, accounts for the quarter of a billion transactions that take place in our retail stores every day." He called these transactions "probably the most important single economic fact about our country." But he emphasized that this freedom is "all of a bundle with other freedoms. If you have any of

them, you are likely to have them all."

In a keynote talk opening the early-week ANA meeting James J. Nance, president of Hotpoint, Inc., Chicago, outlined today's viewpoint of top management on advertising:

"Many of us have, I think, been

overemphasizing sales muscles and overlooking advertising muscles . . . We have neglected the fundamental principle that advertising must pave the way for salesmanship."

Although the nation's consumer income dipped less than 1%, from \$212 billion in 1948 to \$210 billion in 1949, he said, "net profits of business are estimated to have dropped to \$17 billion from \$21 billion in 1948, or almost 19%." These figures "underscore my reasons for believing that the time to begin revitalizing our advertising is now."

One aspect of advertising which Mr. Nance found of "considerable moment to top management" is present methods of compensating advertising agencies. The 15% commission system, he declared, "often proves unsound because it places emphasis on spending first and results in the form of profits to the advertiser second."

He suggested that the ANA tackle this as a subject for "long-range experimentation and study."

Thomas H. Young, advertising director of U. S. Rubber Co.—and a director of Audit Bureau of Circulations—proposed that the ANA endorse "the analysis of controlled circulations of business publications, and

AMERICA'S MOST  
**AMAZING**  
COMMUNITY

**26,104,406 Lines**

OF ADVERTISING IN 1949 IN THE

**Davenport Newspapers**

**DAVENPORT  
IOWA**

REPRESENTED BY JANN & KELLEY, INC.



the studies of magazine audiences proposed by the Advertising Research Foundation."

His suggestions will be considered by the ANA board of directors. Mr. Young told SM that they had been approved individually by several leading advertisers.

In his speech he proposed, however, that the ANA emphasize that it "does not look with favor on any development that would jeopardize the continued reliability and acceptance of ABC data or that would tend to substitute other measures for audited

circulation figures." But he believed it to be "vitally important . . . that an objective effort be made to straighten out the sources of confusion and to reconcile the controversies."

At a press conference following the ANA radio-television session, which was closed to reporters, A. N. Halverstadt of Procter & Gamble Co. cited the "real cost problem" created by the growth of television in covering major markets at night with broadcast advertising: "When a family buys a television set nighttime

radio listening goes out the window." The costs of holding this audience by television have more than doubled.

A. C. Nielsen of A. C. Nielsen Co. showed that when an average "radio" family buys a TV set its listening (and looking) rises from 4 hours 3 minutes to 6 hours 39 minutes daily—an increase of 51%. Thus far only 4 million or 10% of the nation's 40 million homes have TV sets. In the last year there has been only an "actual decline of 2.1% of radio listening in the United States," but this has ranged up to 4.6% in metropolitan areas.

As to the question, "Where's the money coming from?" for television advertising, Howard Chapin of General Foods Corp. said the ANA found in a study of 39 member companies that 44% took all of their TV money from other media; 72% took 50% or more from other media, and 28% took less than 50% from other media.

He would not indicate which media were losing most to TV, other than to say that radio, newspapers and magazines were "bunched closely."

Ben Wells, vice-president in charge of sales, the 7-Up Co., pointed out that "advertising should tell our consumers their story, impress dealers with its support, and help salesmen use it." With consistent and expanding advertising to support sales, he said his company's volume has increased every year for two decades. In magazines and Sunday newspaper comics in 1949, the company spent \$1,700,000—"which makes 7-Up a very strong second in soft drink national media advertising."

#### To Gain Ad Appropriations

Steps in gaining management's approval for advertising appropriations were outlined before an industrial session of the ANA by F. F. Gregory, public relations director of A. O. Smith Corp. This company now has 12 largely autonomous divisions, with advertising budgets ranging from less than \$1,000 to more than \$300,000. The steps are:

"1. Insist on knowing as much about the division's business situation as does the division management.

"2. Require a clear statement of sales objectives.

"3. Obtain an agreement on the part advertising is to play in attaining them.

"4. Check up quarterly on results."

William H. Collins of Dravo Corp., chairman of the ANA's Industrial Steering Committee, gave preliminary results from an ANA

## YOU CAN'T AFFORD TO OVERLOOK Greater Akron\* (Akron, Barberton and Cuyahoga Falls)



POPULATION:

370,500

EFFECTIVE BUYING INCOME:

\$625,953,000<sup>00</sup>

(Sales Management Estimate)



Barberton and Cuyahoga Falls are just across the street from Akron on the North and South and should be considered part of Akron in your market plans. Add the balance of Akron's Retail Trading Area and you have a total population of 530,377 and an Effective Buying Income of over 800 MILLION DOLLARS!

And best of all, The Beacon Journal is the ONLY newspaper covering this rich market. Figures prove there is no substitute.

\*Larger Than:

- Columbus, Ohio
- Atlanta, Ga.
- San Diego, Cal.
- Memphis, Tenn.
- St. Paul, Minn.
- Rochester, N. Y.
- Jersey City, N. J.
- Toledo, Ohio
- Birmingham, Ala.

### AKRON BEACON JOURNAL

John S. Knight, Publisher • Represented by Story, Brooks & Finley

study of advertisers' use and attitudes toward industrial exhibits and shows: 97% buy straight line space, plan flexible exhibits, choose shows to sell goods; 90% offer advertising material; 86% use advertising themes, and train show personnel; 80% offer sales material; 76% man their exhibits with salesmen; 70% promote the shows, and 53% analyze audience reactions.

After devoting one-day's sessions to closed discussion of such subjects as "fees, over and above commissions," agency costs, and television, the Four A's held open sessions on the four areas of personnel, ethics, research and relations.

### Tests for Agency Work

S. H. Giellerup of Marschalk & Pratt Co. said that this year 963 young men and women participated in Four-A sponsored examinations in 23 cities to determine their qualifications for agency work. Tests are held on copywriting, layout and art, mechanical production, plans and merchandising, media, radio and television production, and research. Of those who took similar tests in 1947, 24% were then in advertising, but in 1949 45% of this group were in advertising.

John P. Cunningham of Cunningham & Walsh said that the Four A's is preparing booklets for agency personnel on the agency commission system, on agency "recognition" (of financial responsibility, by media) and on the cash discount.

Bernard C. Duffy, of Batten, Barton, Durstine & Osborn, showed that although nearly all media now allow the 15% commission to agencies, "the 2% cash discount is not accepted by . . . radio and television to the same extent as it is by newspapers and magazines." He deplored the "recent discontinuance of the cash discount system by Indianapolis newspapers." A subcommittee composed of Miss Linnea Nelson of J. Walter Thompson Co. and H. H. Dobberten of Benton & Bowles is developing a program to educate agency people on the "15 and 2"—probably starting with the radio time buyers.

Advertising copy today is somewhat "purer" than Ivory soap, reported James H. S. Ellis of Kudner Agency. Of 1,054,352 advertising messages analyzed by the Federal Trade Commission, "only 1,299 finally reached the point of legal review." "This figure," he said, "is still only 12/100ths of 1%—considerably better than Ivory's figure, which allowed for 56/100ths of 1% impurity."

Gordon E. Hyde of Federal Advertising Agency told of studies conducted by Advertising Research Foundation in several media—including an "exploratory study of magazines," which might be concerned either with "audiences" (advocated by *Life* and *Look*) or with "time spent in reading" (advocated by *The Saturday Evening Post*).

Albert Dempewolff of Celanese Corp. of America reported on BMB Study No. 2, recently released. He cited these data on radio station coverage as "basic," among other things,

for dealer-cooperative advertising on the air.

Frank Dunigan of the Brinkman Corp., Fort Wayne, Ind., presented findings in a 30-day Traffic Audit Bureau study of travel habits of the residents of that city—91.1% of whom were exposed 19 times in that period to a "100" or full outdoor showing and 79.3% of whom were exposed nearly 11 times to a "50" or half showing.

Dr. Vergil Reed of J. Walter Thompson Co. told of "new things in the 1950 Census," just launched.



## BRILLIANT HELPER FOR IDEA MEN

When you're scratching your head for ways to add a tremendous wallop to almost any printed piece, give serious thought to Plasticolor® Cover. For stimulation, we suggest you send for our Miniature Kit for Idea Men.

Brilliant as plate glass and tough as an elephant's hide, this smooth, gleaming lamination of acetate film and fine Beckett Cover is at home on the banker's desk, in milady's kitchen or at the corner gas station. Dust, dirt, water, grease, can't hurt its aris-

tocratic yet durable surface. A damp cloth cleans it in a jiffy. Six colors give sparkling luster for any promotion or sales piece—from match covers to store displays, from labels to annual reports.

Send for the Miniature Kit for Idea Men. You'll find it chock-full of suggestions about Dobeckmun Plasticolor Cover.

Ask also about its companion, Doplex® Brilliant Box Paper, an equally startling lamination of film and lightweight paper, in nine seductive colors.



THE DOBECKMUN COMPANY  
Cleveland 1, Ohio • Berkeley 2, Calif.



# "Send

Why is the General Manager so eager to see Dalrymple?  
Let's listen in...

"Dalrymple, I never knew there were so many ways to get the kind of sales control we need. I've seen three salesmen today and every last one says he's got the best and *only* answer to our problem. Now tell me, Dalrymple...you people at Remington Rand have visible systems for sales control, don't you?"

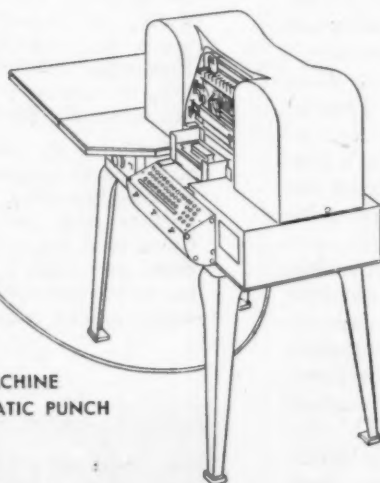
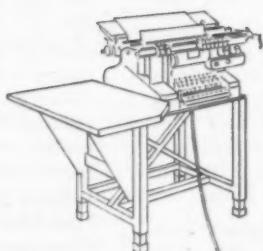
—*"Yes...the original visible system—Kardex..."*

And you have an accounting machine that produces sales facts and figures?

—*"Yes sir...our Foremost '685' will give you a detailed breakdown by product, or by sales-to-date by customer."*

"And you rent punched-card machines?"

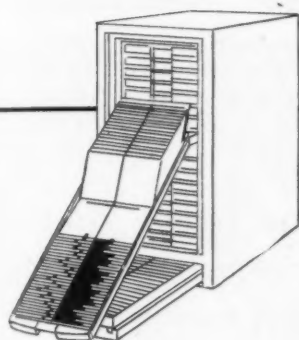
—*"Sell 'em outright too. And, with Synchro-Matic, we combine punched-card tabulating with our accounting machine, for sales analysis as a by-product of billing."*



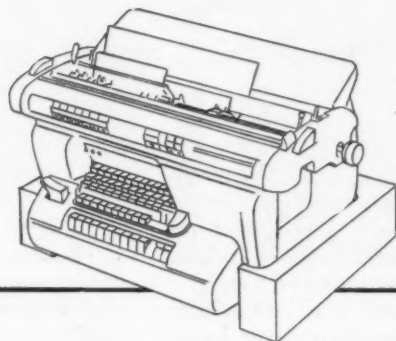
SYNCHRO-MATIC—BILLING MACHINE  
SYNCHRONIZED WITH AUTOMATIC PUNCH



# and Dalrymple in!"



KARDEX VISIBLE CONTROL SYSTEM



FOREMOST "685" ACCOUNTING MACHINE

"Confidentially, Dalrymple, *which one is best for me . . . ?*"

*That's the pay-off question! And we've assembled an overall answer in our new book, HOW TO INCREASE PROFITABLE SALES. A request on your letterhead, to Room 442, will bring it to you without obligation. Or, if you would like some facts on any other record-keeping problem, just phone your local Remington Rand office for impartial help.*



**For your needs  
we have no reason  
to recommend anything but  
the right machines and systems.  
We make them all**

***Remington Rand***

MANAGEMENT CONTROLS DIVISION 315 FOURTH AVENUE, NEW YORK 10, NEW YORK

# Westinghouse Gets 'Em Young



**MOTOR BUILDER**—Johnny Rowles gets instructions from Westinghouse School Service leaflet on "How to Build an Electric Motor." 130,000 youngsters annually have requested leaflets.

Slogan might be "Every Schoolhouse Needs Westinghouse." Diversified program for junior and senior high students aids courses from science and home economics to farming, through print, movies, contests, plant visits.

**RESPONSE**—More than 2,000 inquiries were received by Westinghouse School Service from one announcement on the "Lucky Pup" television show offering a leaflet, "How to Build an Electric Motor."

Consumers are now born in this country at the rate of one every 10 seconds. But they don't usually become buyers until a couple of decades later. Only then do most manufacturers start asking them to buy.

Westinghouse Electric Corp., Pittsburgh, has long believed that it would stand a better chance of having these grown-up buyers say Westinghouse at decisive moments if it got them to know its name about one decade ahead of the crowd.

In a "Get 'em Young" program, carried on by the School Service Division of the Public Relations Department, Westinghouse engages in institutional promotion to both teachers and students, with the object of future market development and long-term goodwill.

And in "future markets" it is thinking not only of tomorrow's buy-

ers of electrical equipment, but of tomorrow's voters who may be hearing clamor against big business, and tomorrow's employees, some of whom may join the Westinghouse family.

"Get 'em Young" is an educational operation. It is appropriate that Louis Stark, director of School Service for the past five years, and all members of his staff have had teaching experience.

Through most of its 64 years the company which inventor George Westinghouse founded has done the bulk of its dollar sales volume in products for industry. In recent years, however, the consumer-product part has risen until it now represents 26% of the total. Individual consumers rank more and more important in Westinghouse long-range planning.

## Give You a Clue

Here are a few clues to the number of junior and senior high school teachers and students now reached by School Service:

School Service's 1949-50 "Teaching Aids" catalog reached some 50,000 heads of schools and about 30,000 others on the teacher level.

Twenty thousand teachers requested the current series of Westing-

house news posters, and renewal rate on the series is more than 80%.

A weekly transcribed "Adventures in Research" radio program, "produced as a public service in cooperation with the Westinghouse Research Laboratories," is broadcast by more than 200 stations, presumably to millions of listeners—largely youngsters.

A School Service booklet on "The World Within the Atom" has brought requests for more than 2,000,000 copies.

Not all the direct response comes in six or seven figures, but the indirect response of some of them—and the constructive public relations impact on Westinghouse—may be even farther reaching.

On March 2, nine girls and 31 boys from 15 states arrived in Washington, all expenses paid, to compete for \$11,000 in science scholarships provided by the Westinghouse Educational Foundation and to attend a five-day Science Talent Institute there. These finalists were chosen from 2,245 entrants in all 48 states—on the basis of an aptitude test, teachers' estimate of abilities, scholastic records, and 1,000-word essays on their own science projects. Winners may pick their own colleges and courses.



which  
one  
would  
you  
rather  
talk  
to?

If you could pick up your phone and talk to any one of these women... whose number would you dial?

For an advertiser, there's only one good answer. You'd want a person-to-person call to the lady in the upper left hand corner!

She's a *young* woman—not quite 23. She's at an age where she *has* no buying patterns—where she *has* no brand habits.

She's a *married* woman—and in the early years of marriage, when women make more than *half* of their new-home purchases! (According to Federal Reserve and other surveys.)

Any advertiser would want to talk to her... for this young lady is ready to lend an ear and spend a dollar—to buy his product *now* and from *now on*!

Do you know that *one* magazine gives you a direct wire to *more* of these women at *less* cost than any other magazine in the country?

It is *Modern Romances*. The proof is in these figures:

3 million women read *Modern Romances*, 74% of them married or engaged. Median age, 23. *The Youngest Married Audience in America*.

Their family income is 20% above the national average. 71% of these families have one or more children living at home.

They can be reached at low cost. In 79 out of 83 cases, *Modern Romances* delivered more advertising readers per dollar than 11 other leading national magazines!

Get the whole story from

**modern romances**

*America's Youngest Married Woman Audience*

DELL PUBLISHING CO., INC. • 261 FIFTH AVE., N. Y. 16, N. Y.





# FOR EFFICIENT, HARD-HITTING POINT-OF-PURCHASE ADVERTISING



## DEALER IDENTIFICATION TELLS THE PUBLIC WHERE TO BUY YOUR PRODUCT

There's no sales builder like an Artkraft\* dealer sign. So, do like America's leading merchandisers, use Artkraft\* outdoor neon dealer signs. Actual audited research proves that they increase sales 14.6%, make your advertising 5 times as effective.

Artkraft's\* mass production methods, and unequalled manufacturing facilities, make possible greater value—the world's finest signs at moderate cost. 999/1000 perfect (proved by audited research), they're built to last—continue to work for you years after they've paid for themselves.



QUALITY PRODUCTS FOR OVER A QUARTER CENTURY

*Artkraft\** SIGN COMPANY

DIVISION OF ARTKRAFT\* MANUFACTURING CORP.

1137 E. KIBBY ST.,

LIMA, OHIO

Please send, without obligation, details on Artkraft\* signs.

- ☐ We are interested in a quantity of outdoor neon dealer signs.
- ☐ We are interested in a quantity of Porcel-M-Bos'd store front signs.
- ☐ Please send instructions on how to set up a successful dealer sign program.

NAME \_\_\_\_\_

FIRM \_\_\_\_\_

STREET \_\_\_\_\_

CITY & STATE \_\_\_\_\_

\*TRADEMARK REG. U. S. PAT. OFF.

In other scholarship competition, Westinghouse makes awards to boys for engineering, chemistry, and physics courses at Carnegie Institute of Technology, and boy and girl members of 4-H clubs may win medals, all-expense trips to the National 4-H Congress in Chicago and college scholarships for their ingenuity in developing "the most efficient and profitable way of doing farm chores"—with the help of electricity.

School Service creates much of its own material, based on studies of junior and senior high school curricula in every state. It also distributes material developed by other departments and manufacturing divisions of value to youth and their teachers. Much of it is turned out at a sixth or seventh grade reading level.

Listed with order blanks in the service's over-all "Teaching-Aids" booklet are 83 different pieces of material, among them 19 "aids in science;" four in social studies; three on radio (including two on electronics); nine on lamps and lighting, from fluorescent to photographic and automobile lamps; 16 on home economics; 10 on agriculture, seven on industrial arts.

Some of the "teaching aids" are of interest chiefly to school superintendents and principals. One offers a folder on a Westinghouse plan whereby appliances bought for school use are replaced with current models free of charge for five years.

(Westinghouse wants youngsters to think of its appliances only as the "most modern.")

Four are concerned with "lighting the school plant."

Also available are technical publications—on such subjects as mercury vapor lamps, home wiring, "Modern Baking, Drying and Heating."

### Most Are Gifts

\* Most of the "aids" are offered free. First copies of some, for teachers, are free, with additional copies 5 to 10 cents each. But an "Electronics at Work" transcription kit, including teachers' guide and other materials, costs \$8, and a "Westinghouse Moto-Kit," with parts for a one-fourth horsepower motor, \$7.25. Handbooks and data books usually are priced at \$1 or \$2 a copy.

Included in the list for the first time in the 1949-50 school year is the offer to teachers of subscriptions to the bi-monthly *Westinghouse Engineer*, at \$1.50 a year.

A new four-page leaflet that is popular with the youngsters is one on

SALES MANAGEMENT

"How to Build an Electric Motor." Shown on the fourth page of this leaflet are some bigger things that motors operate—such as the 200-inch telescope at Mt. Palomar, Calif., and a 40,000-horsepower motor that blows up a 400-mile-an-hour breeze for testing airplanes at Wright Field, Ohio.

And sort of as an afterthought Westinghouse points out that it makes "30,000 different kinds of 5-horsepower motors alone."

Westinghouse is beginning to sponsor design and workmanship contests in motor building as a result of interest stirred up through the introduction of the "How to Build . . ." folder.

### On to the Atom

From there it jumps to nuclear physics, which is a tough subject for even some grown-ups. "The World within the Atom," a 32-page booklet, was written for School Service by Dr. L. W. Chubb, recently retired director of Westinghouse Research Laboratories, who worked on the atomic bomb project from the start. School Service also distributes nuclear physics charts at \$1 for a set of six and a 36-page explanatory booklet.

Services offered on social studies are somewhat less comprehensive. And except for a "Marshall Plan Sales Planner," to show students how economic relations with countries on our side of the Iron Curtain can be strengthened, they are all about the company: The corporation's annual report as summarized in *Westinghouse News*, its regular annual report to stockholders and "Scenes from a Great Life"—George Westinghouse.

At the top of a long list of aids in home economics is "They Never Suspected." It reports in considerable detail a family nutrition study conducted by Ellen H. Richards Institute and Pennsylvania State College, on a Westinghouse grant-in-aid.

Covering 239 individuals in 64 typical Pennsylvania families, the study was intended to determine the extent to which improved food purchasing, storage, preparation, and consumption would aid physical health, and whether or not such better methods would cost the families more in money and time.

Most individuals were found to have "at least minor nutritional deficiencies." Nearly all were tired and nervous. And some had fairly serious digestive disorders of nutritional origin.

All sex and age groups, from 15 days to 74 years old at the start of

the study were more or less "deficient." Adult females made the worst showing at the start—and the most progress after improved methods were introduced. But after one year of wiser eating, average medical ratings of all the families covered rose substantially.

*Reader's Digest* reported the study last fall under the title "Well Fed but Ill-Nourished" and got more than 100,000 requests for reprints of it. School Service offers summaries of this study to high school students.

Other home economics aids include booklets on freezing different foods, on slaughtering and dressing poultry, a reference handbook on home laundering, and "Eight Principles of Kitchen Planning." School Service also makes school bookings for Westinghouse motion pictures on nutrition, better living, and better buying.

With more farms being wired and more previously-wired farms putting current to work for more purposes, consumption of electricity on the nation's 6,000,000 farms has almost doubled since the war. Westinghouse efforts to sell farmers have increased proportionately.

School Service reaches 10,000 agricultural teachers with four booklets (single copies free, additional copies 2 cents each) about "Productive Power on the Farm"—covering, welding, lighting, heating devices, and motors and controls. Other farm material includes a motor and selection chart, "Farmstead Wiring," "Electrical Products for Farm and Home."

### Hot Tips

Among scores of uses, young farmers and farmerettes are told how warm water in the henhouse increases egg output; how an electrical brooder saves the lives of little pigs, an electric fence keeps sheep from straying, and an electrical drier can replace the sunshine when the sun doesn't shine.

Electrified farms, Mr. Stark explains, "pay off for Westinghouse all the way back to the need for more Westinghouse generators in central stations."

More than 175 electric power suppliers now support the 4-H Farm and Home Electric contest. A School Service brochure tells them how they can help to organize and promote local and regional contests.

During its seven years on the air, "Adventures in Research," produced by School Service through the facilities of Westinghouse Station KDKA, Pittsburgh, has run the scientific range from psychiatry to coal mining. A couple of recent programs were devoted to such different personalities

as Michael Faraday and Jules Verne. In addition to some 200 regular broadcasting stations, it is broadcast over 54 American Armed Forces stations from Japan to Germany. Some platters have been given to the U. S. Office of Education in Washington for loan to schools.

Currently, six transcribed radio programs on electronics have been made to School Service with the help of leading educators in Pittsburgh, New York and Chicago. These are sold as an educational unit to the schools. Westinghouse has not yet put television to work for School Service.

From his somewhat scanty knowledge of high school curricula the SM reporter tried to catch Mr. Stark on courses which School Service does *not* aid. Spelling may be one of them (if high schools teach spelling) and Latin. Music? Not very active at the moment, Mr. Stark says, but some

## Advertising-Sales Coordinator



Jack C. Griffin has joined Consolidated Grocers Corp., Chicago, as advertising and sales promotion coordinator for the national food wholesaling organization.

Mr. Griffin says, "Coordinating the sales and advertising promotions for divers companies means that I must be cognizant of pertinent business news and trends. The *Wall Street Journal* is essential in supplying this vital information."

Coordination of advertising with resulting sales, many *Wall Street Journal* advertisers have discovered is achieved by directing advertising to men in positions-to-buy. Through experience, *Journal* advertisers have found the 244,170 *Journal* reader audience to be the preferred, responsive market of Business. You, too, can sell to decision-makers in every business, in every state, by advertising in *The Only National Business Daily*.

years ago Westinghouse produced a movie on the John Charles Thomas show and it was widely used by music teachers.

School Service also "sells" American industry.

In 1946 it worked out with the educators of Allegheny County (Pittsburgh) plans to show electrical products in the making. It started to take school supervisors and principals, teachers and students through some of the Westinghouse plants.

The program spread to include other groups—business, professional, fraternal, and clergymen. School Service has written a "Handbook for Plant Visitations" to help factory executives organize these get-togethers.

The handbook emphasizes: "Now, more than ever, industry must be

better understood if it hopes to survive.

"There is no better place to begin than in our own backyard. Plant visitations are the key to building better community understanding wherever Westinghouse plants are located."

Except for groups with special interest in techniques, products, or problems, plant executives are told that the visitors want "a broad view of the plant, its people and its operation," and "a chance to exchange ideas with men of industry." They are asked to "treat all groups as important," and not to "give the impression that Westinghouse knows it all."

Some plants now have "directors of visitations."

From the original contact with the

group to getting them home in good order after the visit, every step is outlined in detail. Plant executives are asked to see that whatever publicity is given "should benefit both Westinghouse and the visiting group." The contact man who invited the group originally should give them special take-away literature. The group may be asked to make suggestions on Westinghouse practices.

Plant tours should be kept to two hours. The whole group should be broken down into sub-groups of not more than 10, each with its own guide.

The guides are told to stress working conditions, safety precautions and "other employee benefits," such factors as precision manufacture, diversity of operations, new methods and new products. If possible, they should "trace a product through its manufacture."

The visitors—including the youngsters—will go home with more knowledge, and even with pride, about the part this plant plays in the community and in the country.

A decade or two ago when Westinghouse first started to reach youth through the schools, it moved cautiously to avoid any suggestion that it was trying to "buy" the school system. It had to. Educators were suspicious. It still moves cautiously—checking with representative educators on each major new departure.

### Genuine Service

But the corporation is less bashful today. From the wide use of its materials in the schools and the response it gets day after day from all over the country, educators apparently believe that the emphasis in Westinghouse School Service is less on Westinghouse than it is on Service.

Now and then today School Service not only shows Westinghouse products but tells what they can do.

Also, Mr. Stark says, "We've begun to tell teachers and students more about our economic philosophy. A few months ago we mailed to teachers 30,000 reprints of an article in the *American Magazine* on 'Big Business Is Good Business,' written by our chairman, Andrew W. Robertson. We've had few kickbacks from it and lots of favorable comment."

Many companies and associations now conduct consistent campaigns to tell their story to the youth in America's schools. (Labor does too.) But few of them have been as it longer, or more thoroughly, or more constructively, than Westinghouse.

"It has cost a lot of money," Louis Stark concludes. "But we think it has been bread on the waters."



**TEACHING AIDS**—Although sent primarily to teachers, School Service aids are designed for young people. Here they learn about the innards of a Westinghouse electric refrigerator from an authoritative source.

**EDUCATORS**—School Service staff men pool their educational experience in developing a new teaching aid. Left to right: Donald Miller, Harry Gail, and Louis Stark, director of the service, get together over plans.





Now  
available!

## HOW THIS STUDY WAS CONDUCTED

As in the first study of 1948, The Seattle Times employed a nationally recognized, independent firm of research consultants—Dan E. Clark II & Associates—and Dr. Chilton R. Bush, director of Journalistic Studies, Stanford University. The methods they used were those developed by the U. S. Census Bureau in certain of its studies involving sufficient sample selection and interview volume to provide thoroughly dependable accuracy. 2,605 responsible adults living in homes and apartments were interviewed February 10, 11, 14, 15, 16, 17, and 18, 1950.

## THE QUESTIONS

- 1 "Will you please tell me which Seattle daily newspaper, or newspapers, came into your home yesterday?"
- 2 "Which Seattle Sunday newspaper, or newspapers, came into your home last Sunday?"

# 1950

STUDY and REPORT

of SEATTLE NEWSPAPER  
CIRCULATIONS  
AND  
DUPLICATIONS

The Seattle Times

Employing U. S. Census Bureau methods, this 1950 study was conducted by a nationally recognized independent firm of research consultants—Dan E. Clark II & Associates. The sample was designed and checked by Dr. Chilton R. Bush, Director of Journalistic Studies, Stanford University.

The  
SEATTLE  
TIMES  
Reaches

# 76.2%

OF ALL  
SEATTLE  
HOMES

DAILY, ABC CITY ZONE.

Sunday analysis shows  
similar results.

52.4% SEATTLE HOMES READ  
ONLY THE SEATTLE TIMES

23% READ BOTH  
NEWSPAPERS

17.8% SECOND  
NEWSPAPER  
ONLY

6%  
NO  
PAPER

SECOND PAPER TOTAL COVERAGE 41.6%

## SEATTLE TIMES' LEADERSHIP PROVEN AGAIN!

The SEATTLE TIMES is the accepted newspaper in 8 out of 10 homes in Seattle's A. B. C. zone of 544,945 people.

The 1950 Study and Report of Seattle Newspaper Circulations and Duplications again shows why frequent advertising in The SEATTLE TIMES alone sells the rich Seattle market for advertisers.

Ask your local O'Mara & Ormsbee representative for a copy of the complete report showing the daily and Sunday study of Seattle newspaper circulations and duplications or write Advertising Manager, Seattle TIMES, Seattle 11, Washington.

# THE SEATTLE TIMES

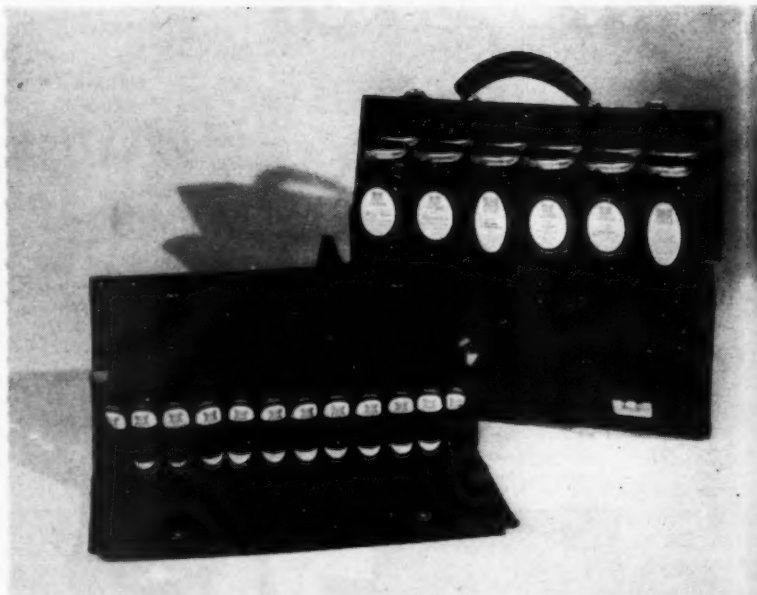
FIRST IN SEATTLE

REPRESENTED BY O'MARA & ORMSBEE, Inc. NEW YORK • DETROIT • CHICAGO • LOS ANGELES • SAN FRANCISCO

APRIL 15, 1950

# Why Hotel Check Rooms Are Jammed with Sample Cases

**Main reasons:** They're too heavy, too inconvenient to pack, open and close. A San Francisco sales manager who has wrestled with the problem for years, explains his theory of sample case design, his tested techniques for effective use.



"NO SAMPLE CASE . . . to be shown to a normal number of prospects in a salesman's day should weigh more than 10 lbs. If it can be brought down to five, it will get around that much more."—L.H. Simon, Lyons-Magnus, Inc.

What are the most important factors to consider in designing the salesman's sample case? A veteran of the sample case, Laurance H. Simon, vice-president in charge of sales, Lyons-Magnus, Inc., San Francisco, says lightness of weight comes first, ease of handling next, and effectiveness of display and demonstration third. Mr. Simon, who has had 40 years experience with sample cases, and who designed any number of them in attempts to find the ideal ones for his men, dealers' salesmen and his company's products, puts the important points in that order because, he has found, it is the best way to get the sample case to do its share of the selling job.

The sales manager may dream up the cleverest, most sensational sample case imaginable . . . if it is too heavy, or awkward, it will get scant opportunity to work its wiles on the customer. "I've made all types, weighing from two pounds up to 60 pounds," (Simon confesses the latter weight with a rueful smile) "and I've found that the heavier ones remain in the salesman's car. They stand a chance of getting before the buyer or prospect in proportion to their lightness. No sample case that is designed to be shown to a normal number of prospects in an average salesman's day should weigh more than ten pounds. If it can be brought down to five pounds, it will get around that much more."

Lyons-Magnus make Lyons' Root Beer, but the major part of their business is the manufacture of soda

fountain supplies, (flavorings, syrups, fruits, etc.).

Sample cases which Simon designed to show these products got the greatest amount of effective use by salesmen—and in turn by their dealers' selling personnel—when the weight was two and-one-half pounds.

Lightness, then, is of prime importance. Along with it should go ease of handling. Under this head Simon includes such points as opening and closing; speed of removal and returning to position of individual exhibits or samples; elimination of leakage in the case of liquids or viscous products; a firm base for exhibit, display or demonstration; ease of keeping clean and fresh.

This leads to the all-important factor of display. Having achieved a sample case that you believe your salesmen and your dealers' salesmen will offer no resistance to carrying because it is light and convenient to work with, "you can use all the arts at your command to present the merchandise attractively and with effectiveness."

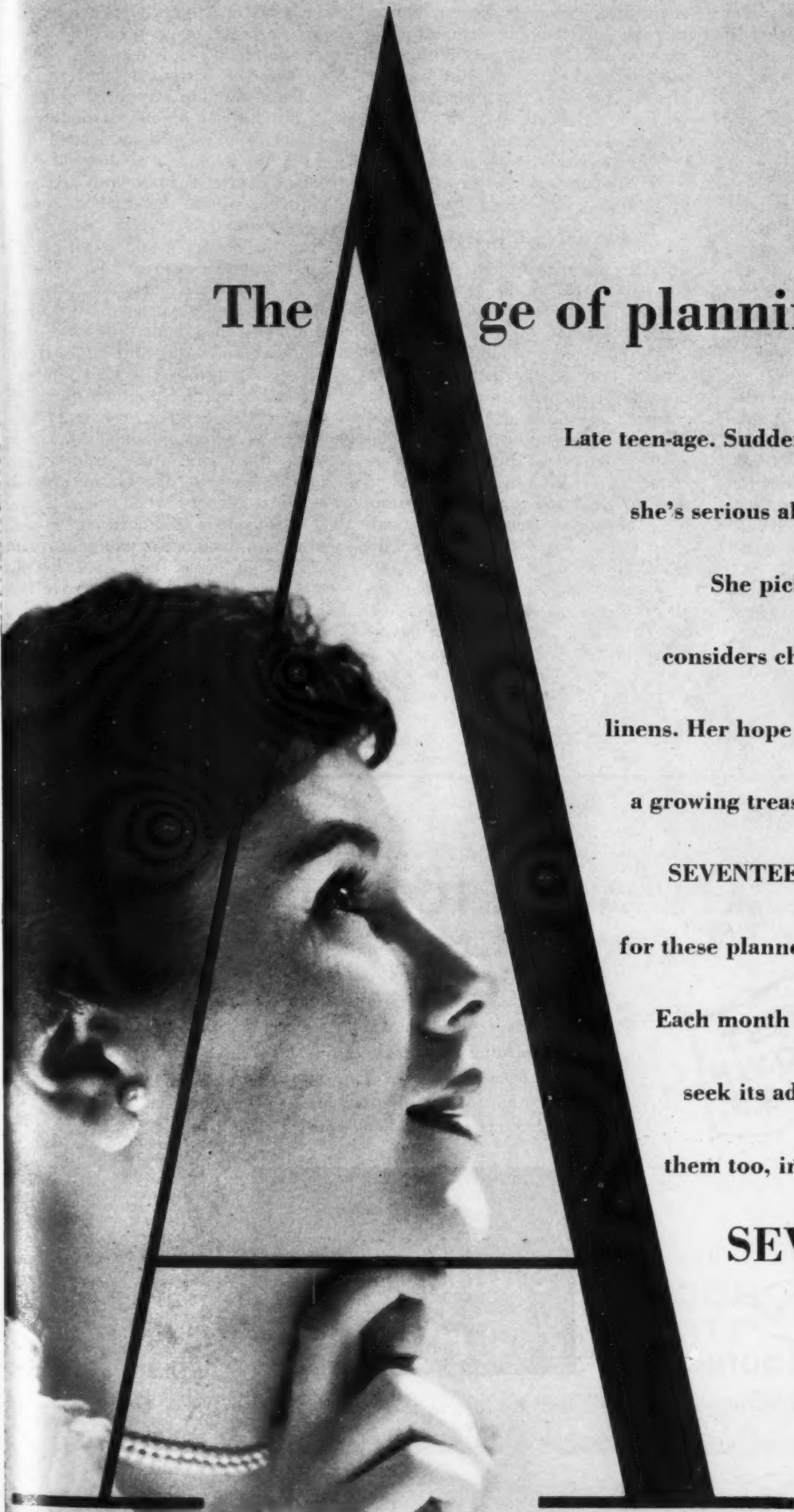
First among these arts he lists the "recognition factors"—good labeling, attractive container, eye appeal of the merchandise itself. Appearance is

of major importance where a food or beverage product is being presented. "Because it is a food or beverage it does not follow that a buyer or prospect will taste or try it. We have found that eye appeal will sell (or poor eye appeal will discourage) a buyer."

When initial good appearance has been assured, "you have to contrive that the salesman will keep his case and samples looking that way. Admonishment alone will not do it. The sample case and its contents should be designed with the aim of making it easy for the salesman to clean it up after use, ready for the next presentation."

After eye appeal, in the case of a food or beverage, taste appeal enters and is a part of the demonstration technique. In the Lyons-Magnus lines, strength and freshness of flavor are selling points. Salesmen are warned to renew samples frequently. Whether or not they will do this conscientiously depends to a large extent on the convenience of the process.

An attribute of display and demonstration in selling is showmanship. Seasonality gives the salesman a chance to be a showman. The sample case should provide for flexibility of



# The age of planning

Late teen-age. Suddenly

she's serious about her beau.

She picks silver patterns,

considers china, glass,

linens. Her hope chest is

a growing treasure house.

SEVENTEEN is "must" reading

for these planners and buyers.

Each month millions of girls

seek its advice. *You* can advise

them too, inexpensively, in

**SEVENTEEN**



display, Mr. Simon has found. The salesman should be able to find a place for a seasonal item or special without re-arranging his entire set of samples.

A point in the Lyons-Magnus selling policy is to present a few samples at a call. "It is not good selling to try to show all your merchandise at once, especially if you have a long line. We have found that bringing forward a selected group of samples, preferably related to a seasonal appeal, gives the salesman a better chance of doing a strong selling job. On the other hand, presentation of too many items at one call tends to distract or confuse the buyer." Offering samples, a few at a time on successive calls, makes for a more concentrated selling job and a more interested buyer. Mr. Simon kept this in mind in designing sample cases for his field men, planning so that they would accommodate different groupings of the full lines as seasons and selling drives changed.

"We have also found it advisable not to put the sample case before the buyer or prospect to play with, but have the salesman take out the item he is promoting first, or believes will hold the strongest appeal for the

client at the moment, and talk from that, keeping the other samples in the background. The prospect with a full sample case before him just confuses himself, or takes the initiative away from the salesman, or both." Lyons-Magnus sample cases are planned for easy removal and return of the sample to be presented, while the rest stand up in reserve as a display.

#### "Promotes Discussion"

"The sample case, in short, once you have it before the prospect, is to *promote discussion*," Simon emphasizes.

After much trial and error he developed two sample cases which have proved pretty close to ideal for the company's products and selling policy. "Both are highly practical for liquids where aroma and diversification are important." Both were designed in their original forms when cork-stoppered containers were the best available. Later, screw tops were substituted.

Taking his cue from sample displays of pharmaceutical houses, Mr. Simon hit on a 24-vial case for flavoring extracts, each vial containing a half ounce. The case was a wrap-around type which firmly secured the

vials and kept their stoppers in place, preventing leakage regardless of the position in which it was held.\* When in use, the bottom of the case provided a standing base for the samples.

For heavier or viscous liquids and fruits he designed a leather case 11¼" x 6" x 2", holding 12 four-ounce bottles. Following the same principle as for the smaller samples, he developed it with a firm base so that the bottles would stand up. He used square instead of round bottles, both for attractiveness and practicality. The square bottles show the contents well and don't shift position or work around—the label is always towards the prospect. This also was secured by the wrap-around principle. But it also makes for ease of handling, Mr. Simon found, and (along with the solid base and square bottle) ease in display and demonstration.

With minor modifications the sample cases, originally designed many years ago, have been used steadily and are still the favorites of the Lyons-Magnus district salesmen and their distributors.

\* Screw caps eventually replaced corks.

## WHERE ALL AMERICA LIVES



"Test Town, U.S.A." is perfectly typical of the entire U.S.A. The U.S. Government chooses South Bend for important tests and studies. More and more advertisers are trying out new products and sales appeals here. More and more are learning that results in "Test Town, U.S.A." are accurate, clear-cut, *reliable*. One newspaper—and only one—covers this outstanding test market. Get all the facts. Write for free market data book entitled "Test Town, U.S.A."

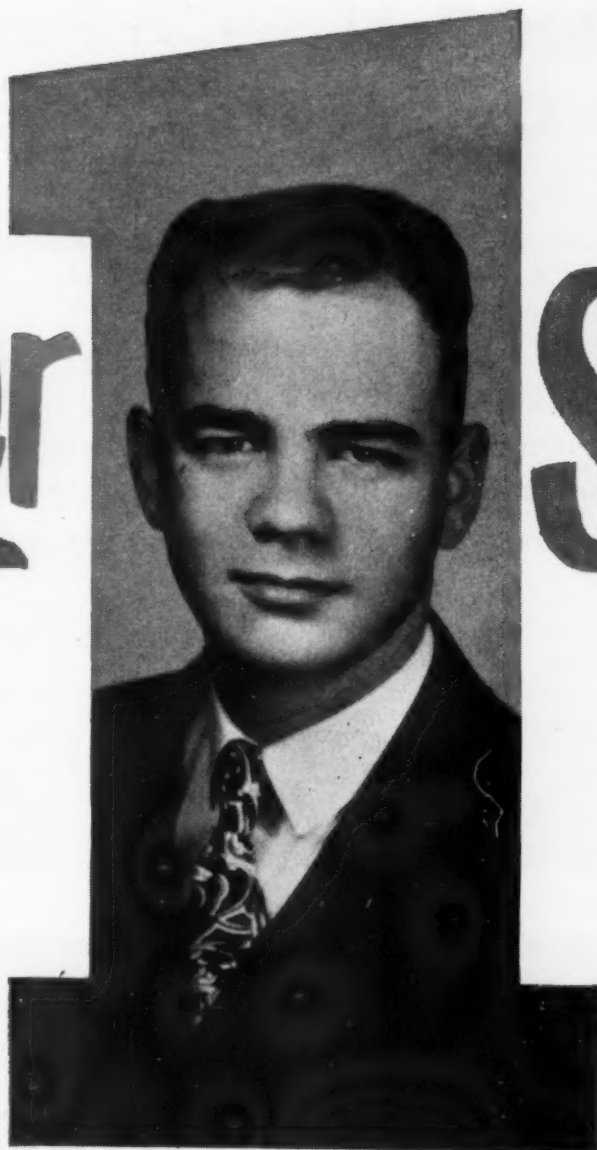
**The  
South Bend  
Tribune**

**All  
Business  
Is  
Local**

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

Another

st



FRED KENDALL, star of WJR's afternoon variety show, "Anything Goes", sent the applause meter soaring to the top as he won the Arthur Godfrey Talent Scout Show over Columbia Broadcasting System.

Is it any wonder that WJR dominates its huge market area?

**MORE PROOF THAT WJR**

**IS POWERED FOR RESULTS**

**WJR**

Call or write  
your nearest  
PETRY office

CBS  
**50,000  
WATTS**



**FREE SPEECH MIKE**

**THE GOODWILL STATION, INC.—Fisher Bldg., Detroit**

**G. A. RICHARDS**  
Chairman of the Board

**HARRY WISMER**  
Vice President and General Mgr.

APRIL 15, 1950

# Technical Publicity: A Pattern For Its Control and Evaluation

Based on an interview by Terry Armstrong with **JAMES A. GILRUTH**, Sales Promotion Manager, Gould Storage Battery Corp.

Is publicity tough to nail down in terms of actual achievement? Not according to Gould Storage Battery Corp. Charts based on records of 18-month period reveal extent and nature of reader response, results for amount spent.

More and more industrial companies are beginning to see technical publicity in its proper place in the marketing function. The more enlightened companies look upon it as a separate and distinct tool in the sales operation—one which, when properly understood and approached, finally

resolves into additional sales dividends for the company.

These firms recognize that it cannot take the place of: (1) direct sales work; (2) advertising. They regard it and utilize it as an adjunct to the over-all sales promotional effort.

Gould Storage Battery Corp.,

Trenton, N. J., feels that with its technical publicity program, it is accomplishing the true purpose of publicity—the transmission of useful, helpful information to the readers of technical publications—all of which can result in contacts. With the co-operation of its technical publicity consultants, Harry W. Smith, Inc., it has succeeded in crystallizing its objectives and developing a program for their achievement. What is more, the company has discovered a method for evaluating the role of technical publicity in its marketing picture.

The method for evaluating the publicity activities evolved from the

SUMMARY - GOULD PUBLICITY December 1, 1949				
		May 1948-April 1949 First Year	May 1949-November 1949 Six Months	Total 18 Months
Literature Notices <u>Only</u>	No. Magazines	130	122	185
	No. Clippings	259	224	483
	Col. Inches	1100.5	874.0	1974.5
	Value (X \$14.50)	\$15,957.25	\$12,673.00	\$28,630.25
	(Inquiries Inquiries No. Mags.)	3016 75	2002 68	5018 92
Feature Material <u>Only</u>	No. Magazines	73	56	121
	No. Clippings	73	56	129
	Col. Inches	1372.0	1073.5	2445.5
	Value (X \$14.50)	\$19,894.00	\$15,565.75	\$35,459.75
	(Reprints Made Reprints Distributed)	27,500 10,500	34,000 36,511	61,500 47,011
<u>Total Space</u>	No. Magazines	130	122	185
	No. Clippings	332	280	612
	Col. Inches	2472.5	1947.5	4420.0
	Value (X \$14.50)	\$35,851.00	\$28,238.75	\$64,090.00
Costs	Cost per col. in.	\$ 3.07	\$ 2.34	\$ 2.74
	Cost per inquiry (33%)	\$ 0.84	\$ 0.76	\$ 0.81
	Space only col. in.	\$ 14.50	\$ 14.50	\$ 14.50



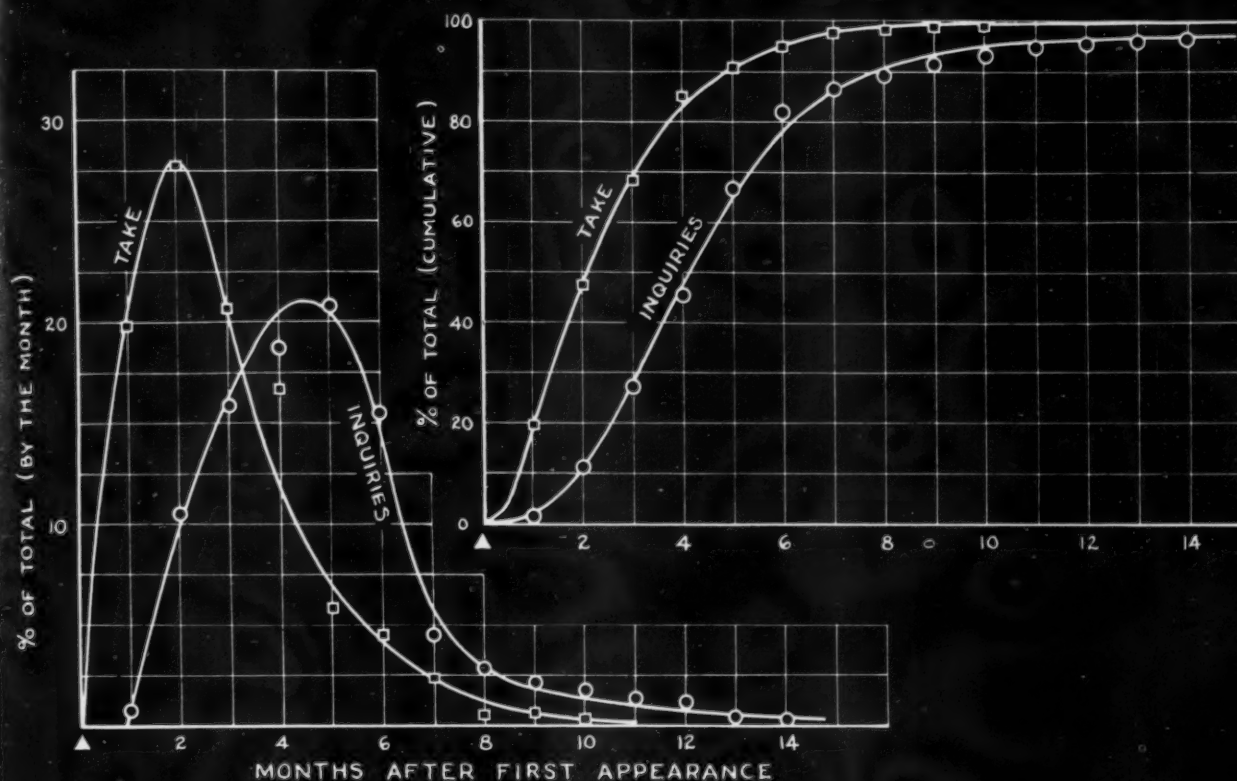


CHART E. REPRESENTS THE STUDY the sales promotion department has made of how long it takes a publicity release to appear in print after editorial acceptance and how much time

is likely to elapse before inquiries come in. It was found there is an almost uniform two-month lag between acceptance and inquiries. Company thus can figure on how far ahead to plan releases.

necessity of convincing the sales and engineering groups that such an endeavor would be helpful, and proving to top management that such a program would be profitable. That the program has been successful is attested by the fact that with regard to publicity, no budget questions now exist.

Gould's technical publicity control system is revealed in the sales promotion department's tabulation of an 18-month period of record-keeping.

Before detailing Gould's method of keeping records, and the results arrived at, it should be understood that the company's publicity is divided into two classifications. First come literature notices or "tips" of interest and usefulness to industrial battery users. These are in the nature of battery selection and care information, specifications, manuals and charts. The availability along with a description of literature finds ready editorial mention in most of the technical press.

For example, one Gould release offering a pocket-size handbook on the care, maintenance and repair of storage batteries was published by 66 trade, technical and business magazines in 131 column-inches of space—and yielded 2,220 requests for a copy. The text for literature offers like this

is straightforward and brief, but does interpret the value of the literature to the specific reader group the publication addresses. Example: "Plant engineers, industrial engineers, foremen and service men, will want to obtain two new 6-page brochures which . . ."

Second come feature articles covering a wide variety of subjects of interest to both battery users and manufacturers of equipment of which industrial batteries are components.

More specifically, publicity in this second classification may treat with:

1. Introduction of new products
2. Research in new markets
3. Announcement of personnel and organization changes
4. Promotion of products of equipment manufacturers using Gould products
5. Merchandise ideas—such as time-study methods
6. Publicizing new facilities and research competence
7. Publicizing new installations
8. Promotion of trade shows

As examples of using publicity to introduce new products, consider two opposite techniques. A new battery-charge-indicator was reported in a standard illustrated item used by 59

publications—which made more than a few sales. A basic new type of battery grid, however, was introduced by a single exclusive technical article (4 full pages and 8 illustrations) in *Iron Age*—and reprints (23,000 of them) were used as the principal enclosure in a direct mail campaign.

Now, let's bring Gould's pattern for controlling and evaluating its technical publicity into sharper focus. The records show:

1. Number of magazines in which material appeared
2. Number of clippings received
3. Column inches devoted to Gould
4. Inquiries received
  - (a) by item
  - (b) by magazine
  - (c) by sales region
5. Record of inquiries
  - (a) by value
  - (b) by Gould representative action
  - (c) by business reported
  - (d) by mailing list value
6. Cost per inquiry
7. Cost per column inch

The sales promotion department points out that the results of its record-keeping project have provided additional guideposts with regard to:

1. "Pull" of types of news items
2. Responsiveness of markets

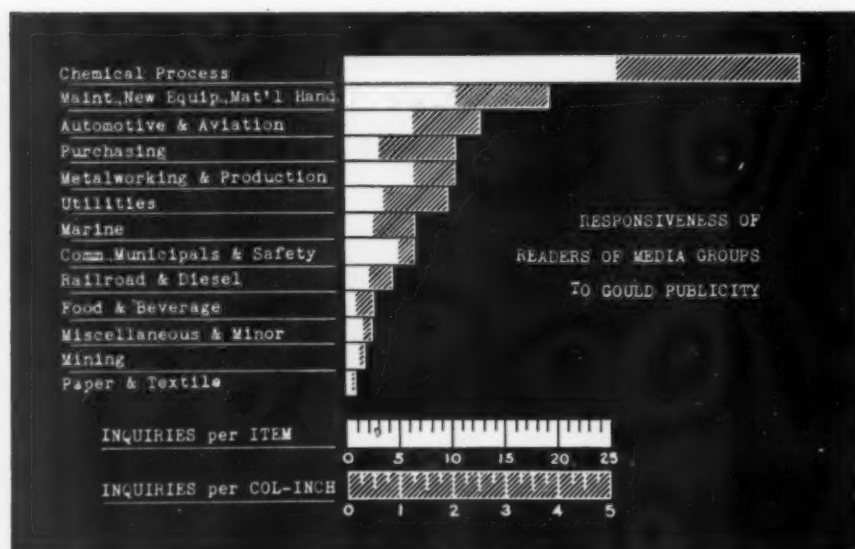


CHART D. REVEALS that response was not entirely in line with Gould's market interests. Chemical group proved most curious, paper and textile least.

### 3. Time curves on appearance of publicity vs. influx of inquiries

First, they enabled the sales department to appraise the value of its publicity at \$14.50 per column inch. Attitudes of reader mind, market evaluations and space rates were all considered in determining this amount. Gould's records and measurements also led to an actual cost figure of \$2.74 per column inch of publicity—an interesting figure to compare with the "worth" figure. The calculation of cost per inquiry came to the astonishingly small sum of 81 cents.

For an idea of how Gould arrived at these estimates a breakdown of the sales promotion department's basic records must be considered. Within the 18-month period 185 business publications were used. (Clippings received totaled 612.). The number of column inches devoted to Gould material totaled 4,420. Value of the

total 18-month publicity effort, based on the estimated column inch value, was accordingly tagged at a figure  $5\frac{1}{3}$  times greater than the actual dollar cost (including such items as consultant's fees, materials and other out-of-pocket expenses involved in the preparation of material). See chart, page 100.

As may be supposed, the sales promotion department also maintained a close check on the results from each business and technical magazine on the list. The record for each revealed the number of items published, the number of inches carried, and the number of inquiries received.

It was this data that provided a yardstick of the responsiveness of readers of the various media groups to Gould publicity. (See chart D.)

It was found that the chemical process group and the maintenance-materials handling group led the list of 13 classifications. The response

was not entirely in relation to Gould's market interests. Basically, it seems, chemical engineers are avid for literature of all technical types. The figures resulting from this study now serve to guide Gould in the use of other tools of merchandising.

The sales promotion department made a point of establishing how long it takes an article to appear in print after submission to and acceptance by editors and how much time can be expected to elapse before inquiries come in. Gould's findings on how long it takes an article to appear:

20% first month  
28% second month—48% total  
22% third month—70% total

The tally continues for a total of 10 months.

### RECORD OF LITERATURE INQUIRY

#### 1. VALUE OF INQUIRY (Check One)

☐ CURIOSITY ☐ PROSPECT  
☐ REFERENCE ☐ CUSTOMER

#### 2. YOUR ACTION (Check One)

☐ IGNORED ☐ PHONED  
☐ WROTE ☐ CALLED

#### 3. BUSINESS RESULTED (Check One)

☐ NONE ☐ MAYBE ☐ YES

#### 4. MAILING LIST (Check One)

☐ FORGET ☐ ADD

SALESMEN RECEIVE carbon copies of inquiries. Each copy carries a rubber stamp imprint which provides a simple follow-up report and inquiry evaluation.

The score on inquiries resulting from publicity is as follows:

0% first month  
1% second month  
10% third month—11% total  
16% fourth month—27% total  
18% fifth month—45% total  
22% sixth month—67% total  
15% seventh month—82% total

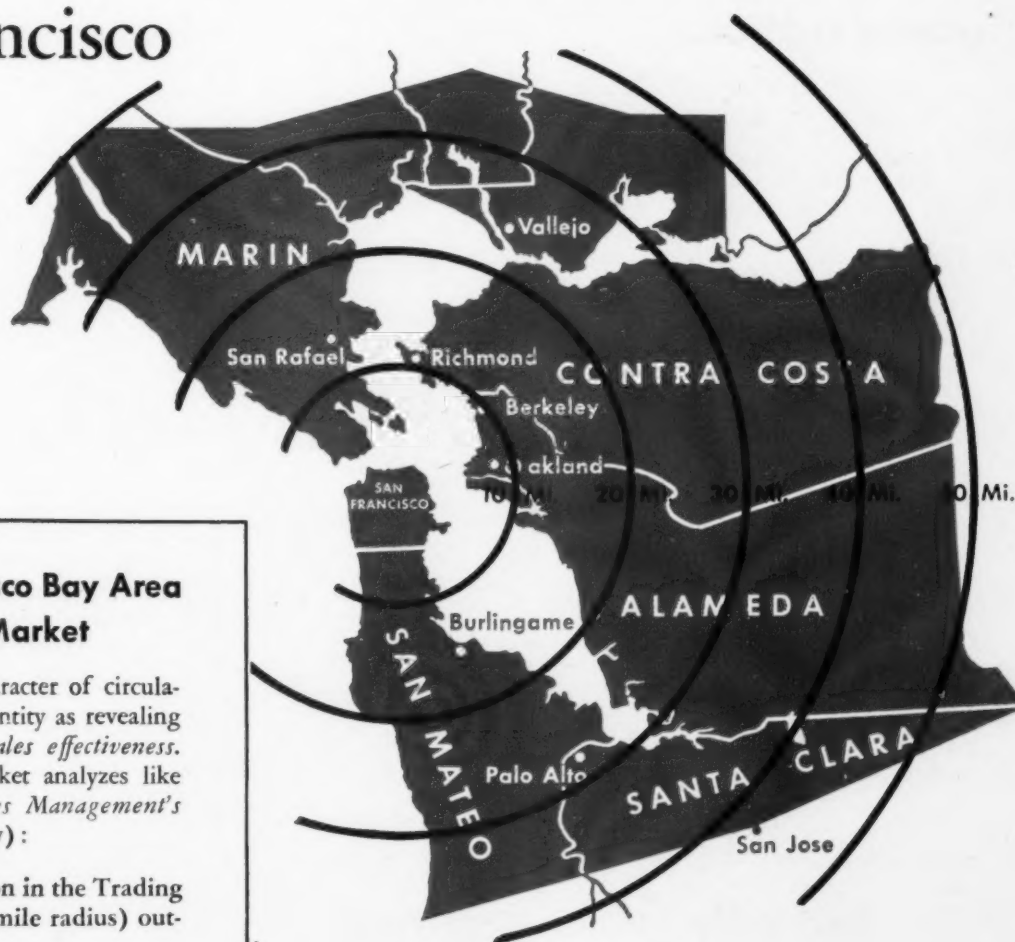
It will be noted that there is an almost uniform two-month lag between acceptance and inquiries.

What type of literature (made available via publicity) drew the most inquiries? Gould's experience has been that inquiries came in direct proportion to number of pages, and not subject matter. In other words, offers of fat literature outpull offers of thin literature. This finding is somewhat puzzling since the number of pages was not mentioned in every case. The promotion department has concluded that readers "smell" size.

A glance at Chart E (page 101) shows the time lag in the appearance and response to publicity items offer-

VALUE OF INQUIRIES FOR LITERATURE		
(Pilot Sample - 271 Inquiries)		
December 1, 1949		
	Number	% of Total
From known customers	42	15%
Salesmen made contact	147	54%
Estimate future business	84	31%
Mailing list additions	101	37%

"BEST CIRCLES" Circulation...in bigger-  
 spending Trading Zone and preferred  
 City Zone districts...tells you why  
 The Chronicle is recognized ever more  
 widely as the sellingest newspaper  
 in San Francisco



#### In the San Francisco Bay Area 9-County Market

... distribution and character of circulation rate along with quantity as revealing indices of newspaper sales effectiveness. That's because our market analyzes like this (figures from *Sales Management's* 1949 copyrighted survey):

- 69.3% of population in the Trading Zone (approx. 50-mile radius) outside San Francisco
- 3.16 persons per Trading Zone family—2.84 inside San Francisco
- 68.9% of food sales in the Trading Zone
- 59% of buying power in the Trading Zone
- 59.6% of retail sales in the Trading Zone

*The deeper you dig into market  
 and circulation facts, the surer you  
 are to schedule The Chronicle  
first in San Francisco!*

SAWYER, FERGUSON, WALKER CO., National Representatives  
 ...New York • Chicago • Detroit • Atlanta • San Francisco • Los Angeles



ing literature of different types. For instance, here's the report on the editorial notice given to the offer of a picture book interpreting the company's new research laboratory:

44% first month  
18% second month—62% total  
14% third month—76% total  
17% fourth month—93% total

Similar curves, profiles and correlations could be built for each press release. Each would vary in detail. However, on the average Gould counts on 3-4 months for 70%-80%

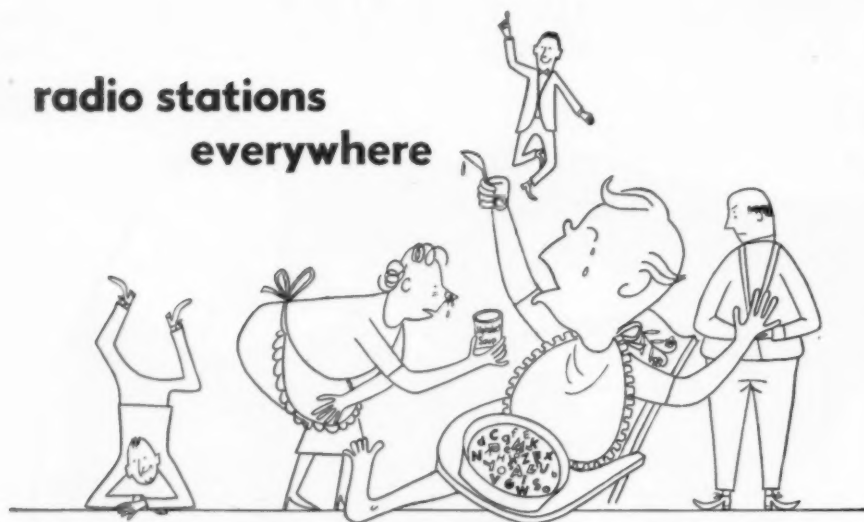
take (publication) and 4-6 months for 70%-80% of inquiries. This is a good indication of how far ahead the company should plan product releases, inquiries for salesmen's contests, effect on sales figures.

The value of the 5,018 inquiries received during the 18-month period has been indicated by the salesmen themselves by means of a simple rubber stamp. It should be pointed out that all inquiries are handled by headquarters, a carbon copy going to the salesman involved. Each carbon copy



**JAMES A. GILRUTH, SALES PROMOTION MANAGER:** "Publicity has a place, but one place only in any merchandising program. Publicity can be effective—but to use it alone is to live by bread alone."

## radio stations everywhere



but only one...



Basic NBC Affiliate

Listening appetites in this booming Central South market demand a special kind of programming.

That's why WSM produces an unusual radio dish—live originations utilizing a talent staff of 200 big-name entertainers. These unique local programs, beamed to a loyal audience of millions over a 50,000 watt interference-free 1-A Clear Channel, has made WSM truly different from your run-of-the-airwaves radio outlets.

With radio stations everywhere, there is still **ONLY ONE WSM**, Salesmaker to the Central South.

**CLEAR CHANNEL  
50,000 WATTS**

HARRY STONE  
General Manager  
IRVING WAUGH  
Commercial Manager  
EDWARD PETRY & CO.  
National Representative

carries the imprint of the rubber stamp and this imprint provides a list for the salesman's use as a report.

The company uses the stamp method because it wants to know:

1. Was the inquiry prompted by curiosity, was the literature wanted for reference use only, or did it look like business?

2. What the salesman did about the inquiry—ignore, wrote, phoned or called?

3. Would business result?

4. Should the name go on the mailing list?

Let's take one random group of about 500 file carbons of inquiries which were sent to the sales representatives for evaluation. A pilot sample of 271 returns gave these results:

15% of the inquiries were from established customers—85% constituted new contacts.

54% were contacted by letter, phone or in person.

31% were considered possibilities for future business.

37% of the names were worth adding to the mailing list.

What does such activity mean to Gould sales representatives in terms of contacts and business? This is how Gould Storage Battery Corp. sizes up the picture. Each item in a business magazine about Gould or product is, in a sense, a sales contact. Six hundred and twelve such items have appeared in 185 magazines. Let's assume an average of 20,000 circulation for each magazine. That is a potential of 12,240,000 sales contacts. Let's assume that only 10% of the circulation sees Gould material. That makes 1,224,000 sales contacts for Gould sales representatives.

# Key to the Contest Pay-off:

## Plenty of Promotion



THIS IS "SPEEDY": He's the traveling booby-prize who is sent to the office making the poorest current showing in Koret's 1949-50 contest. Nobody loves him.

If you seek spectacular sales results from a prize competition among your salesmen, you must feed the spirit of rivalry during the entire contest period. Koret of California is getting excellent results just using this simple principle.

Last year we put on a contest, the objective of which was to persuade stores to put in display windows of one of our lines. It was remarkably successful. During the three months' period it ran we had 1,336 windows out of 1,711 stores, or about 78% of the retailers we sell.

When this year's buying season was planned last summer we decided to aim at much more extensive dealer cooperation—not only windows but a total tie-in with our merchandising program on two of our lines—and to do it again with a contest for our salesmen.

The extended and intensified dealer cooperation we sought called for a longer duration of effort. We set the contest period for nine months, to run from October 7, 1949 to July 31, 1950. This posed a problem: how to hold the interest of the men for nine months? We learned during our short contest last year, in addition to the fact that it would work, that a contest has to have continuous stimulation from the day it starts to its close. In other words, our promotion has to

be promoted to our own men as we expect them to promote it.

There is another problem: building up too much tension. Everyone in selling knows this may be as bad as too little. Besides providing stimulus, we had to provide a safety valve.

### Handsome Prizes

We have 33 salesmen in our five selling regions. Last year in our short contest we gave five important prizes and five runner-up prizes. This year the contest started when the men received their spring samples in October and will continue through July. To provide sufficient incentive for the more sustained effort, we decided to provide prizes far more valuable than are usually given in contests of this kind. We also decided to have enough prizes to permit each man a 33% chance of winning. Here are the prizes: First prize, a new 1950 Buick Super Dynaflo four-door sedan; second prize, a 1950 Philco radio-phonograph-television combination; third prize, a Philco radio-phono-

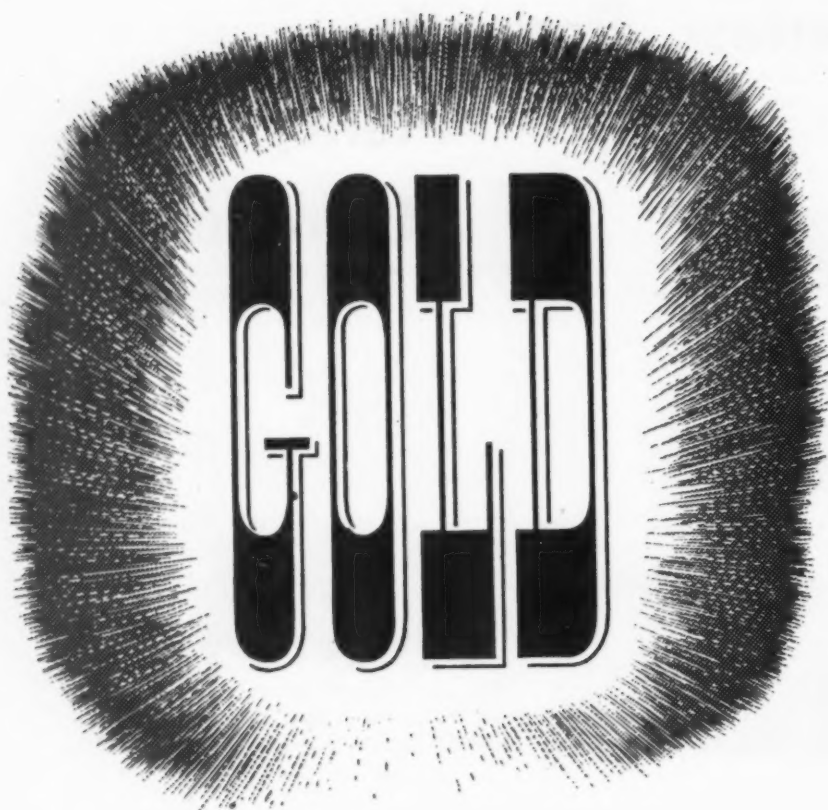
graph combination; fourth prize, a Philco 8 cu. ft. freezer.

Last year's contest was based on a simple point system: Salesmen were credited for windows they persuaded retailers to put in, featuring just one of our lines, faded blue denims. This year two lines were chosen for promotion: denims and Tublins, a washable butcher linen-type rayon series. Salesmen were rated on total retail promotion of both lines. This included windows, retail advertising, use of statement stuffers or package enclosures (sold by us to dealers), and the quantity of actual merchandise in the two featured lines sold by the men throughout the contest period. The point system is broken down so all salesmen stand an equal chance to win.

A series of short mimeographed bulletins announced the contest. The grand prize was revealed along with details and rules; teasers went out on the other prizes. At intervals of two weeks the second, third, fourth, and subsequent prizes were announced. At the end of January the first point standing of the men was given out.

Then came the warning: "Be on the lookout—Speedy's coming!" This,

**BY AL CITRON • Director,  
Advertising and Publicity  
Koret of California, Inc.**



Gold may be the backbone of the world's monetary system, vouchsafed to the vaults of Ft. Knox, but in the golden fields of Siouxland are some arguments more brilliant than the glitter of gold itself when it comes to opening the vault doors on wealth.

World gold production in 1949, excluding the USSR, amounted to about \$700,000,000. Gross farm income for Siouxland, the 56-county Sioux City, Iowa, market amounted to \$970,000,000 in 1949 according to estimates compiled from State-Federal Divisions of Agricultural Statistics.

Even Alaska, historic haven for legendary adventure in gold mining, is a piker when the bullion of its mother lodes for more than half a century is stacked alongside the income from the 1949 harvest in Siouxland alone! Since 1880, when gold was discovered in Alaska, until the end of 1936, gold mined in that northern territory over a 56-year span amounted to \$470,000,000. That figure represents less than one-half the value of wealth taken from the soil of Siouxland in the year 1949.

**The Sioux City Journal**  
**JOURNAL-TRIBUNE**

**SIoux CITY, IOWA**

GENERAL ADVERTISING REPRESENTATIVE  
**JAHN & KELLEY, INC.**  
New York — Chicago — Detroit  
 Los Angeles — Atlanta — San Francisco



similar to the other bulletins, used cartoons and a humorous style. Without overdoing it, we wanted to inject the feeling of a game. After a few sly mentions of Speedy the men asked, "What in blazes is Speedy?" Well, Speedy was our booby-prize, a hand-made stuffed velveteen jackass.

A full month of stimulation, via Speedy, followed the announcement of the salesmen's point standings. Speedy was slicked and brushed up to Hollywood proportions with a series of pamphlets designed to acquaint the salesmen with their new Nemesis. The men received Speedy's "pin-up" photograph with the taunting, "Honest! I'm not hard to get!"

### Collective Booby-Prize

Speedy was housed in a wooden box with sliding door for easy re-shipment. We didn't think any of our salesmen would love him for very long. Instead of being presented to the one salesman who was lowest on the poll, Speedy was sent to the regional office which had the lowest rating in a collective tabulation of salesmen's points.

We decided on this collective approach for several reasons: From an internal public relations point of view, it was better to place our ever-loving, ever-present jackass with a group of salesmen than with one man whose low-point rating might be caused by circumstantial factors and not sales ability. Then, too, there would be greater stimulation and teamwork effort on the part of Speedy's "foster parents" to rid the area office of the stigma of being a collective dunderhead. We figured that our salesmen's egos, individually or collectively, would not be seriously wounded since it is likely that all areas would be visited by him at least once.

We provided the salesmen with plenty of aids for use by retailers: suggestions for putting in windows; point-of-sale display cards; at least one 30" x 40" poster in color; retail advertising mats; glossy photographs of styles; sales facts for store personnel; fashion show commentary for retailers; suggested radio commercials; Koret of California signature cuts.

Implementing the program on a local level, we are sending to every newspaper editor in metropolitan centers and small communities information on our styles, together with names of dealers handling them locally, and tie-in plans for advertising managers.

Last year we won window display cooperation from 1,336 stores, featur-



## A BILLION DOLLARS WORTH OF NEW CUSTOMERS FOR PITTSBURGH

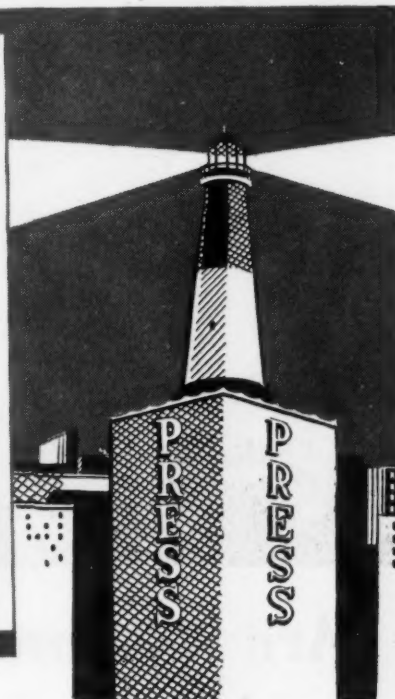
Next month work starts on Pittsburgh's first downtown apartment skyscraper. Almost immediately, work will start on a second 16-story apartment dwelling just a block away. Both buildings will have their own garages, but in the block between, the Pittsburgh Parking Authority will build one of the public parking garages of its \$5,000,000 program. And a new north-south Crossstown Boulevard is scheduled to be built between the garage and one

of the apartment buildings within the next two years.

Yet the \$10,000,000 to \$15,000,000 worth of construction in this one city block is almost tiny in contrast to the program of industrial building, remodeling and expansion into which industry is pouring far more than a billion dollars in Pittsburgh. The billion-dollar industrial program will make customers for you now and keep Pittsburgh a rich market for many years to come.



This 16-story apartment dwelling, housing 570 families in downtown Pittsburgh, will have street level shops, and landscaped terraces. Ring Engineering Co. will start work on it next month.



It's a safe bet that, when this apartment building is occupied, approximately 7 out of 10 of the tenants will be readers of The Pittsburgh Press. Survey after survey, over the years, has shown that The Press gets that kind of coverage in Allegheny County *consistently*.

The Press is No. 1 in Pittsburgh—in readership . . . in results for advertisers . . . and, as the March ABC figures will show, in circulation.

Get in touch with your Press Representative for more information about the Pittsburgh Market and The Pitts-

burgh Press. Every Scripps-Howard Representative is a Press Representative.

### TOTAL ADVERTISING LINES

PUBLISHED IN 1949

PRESS (evening)	18,113,619
PRESS (Sunday)	7,670,433
Post-Gazette (morning)	9,493,461
Sun-Telegraph (evening)	12,132,693
Sun-Telegraph (Sunday)	6,531,902

Represented by the General Advertising Department, Scripps-Howard Newspapers, 240 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



**NO. 1  
IN  
PITTSBURGH**

# The Pittsburgh Press

*No. 1*

in City and Trade Zone Circulation—in Classified Advertising—in Retail Advertising—in General Advertising—in Total Advertising



## Are you sure you're planting deep enough?

You can be *sure* your sales messages will take root and grow if you plant them the *modern* way—with movies!

And you can be *doubly* sure your sales training films and movies of your product in use will help yield bumper crops of orders if they're shown with Filmosound.

Because Filmosound's built to give you *most* hours of brilliant, trouble-free projection at really low cost! Write today for "Movies Go to Work," free booklet on how to use movies in *your* business.

**Single-Case Filmosound.** Weighs only 35½ pounds—easy for your salesmen to carry. 16mm sound or silent film. Full, natural sound. Six-inch built-in speaker, \$399.50. Larger, separate speakers if desired.

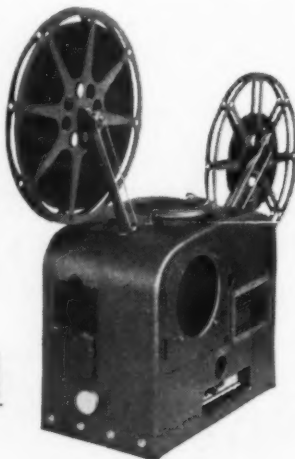
**Academy Filmosound** for larger audiences. With 8-inch speaker, \$474.50.

**Guaranteed for life.** During life of the product, any defects in workmanship or materials will be remedied free (except transportation).

You buy for a lifetime when you buy

# Bell & Howell

7190 McCormick Road, Chicago 45



ing only our denims. If kept alive, as we are doing through this second contest, such promotions build up and do a better job for a manufacturer the second season. This year we anticipate that 2,000 stores will tie in with our denim and Tublin promotions before the close of the contest July 31. We expect a sale on denims alone of \$1,500,000 worth of merchandise at wholesale—slightly over two million dollars' worth in retail figures. The Tublins, on which no concerted drive has been made so far, are still relatively new.

Now, about midway in our contest and promotion, it is interesting to observe the sales figures as based on a comparison with last year's effort on two similar groups of styles. The Denim Pair-Offs, beneficiaries of a two-season contest promotion, are running 77% higher in sales than last year's effort in a similar 18-week period. During the second year of presentation of the Tublin Pair-Offs, but the first year of contest promotion for this group, the Tublins are running over 200% ahead of sales during a similar period last year.

### A Shot in the Arm

Another point: The 1950 selling season started approximately six weeks earlier than it did last year. This is remarkable because medium-size retail stores are not usually interested in next spring's merchandise in October. Their judgment was validated by an increase of 16% among stores showing interest in early buying.

Individual stores in most cases wrote initial orders in much more substantial quantity than last year. In practically all cases we are getting more orders for complete style groups than for isolated pieces, indicating the pair-off idea was solidly implanted.

Another remarkable result of the promotion is the pyramiding reorder business, which developed at a much earlier stage of the selling season and is now progressing at a faster rate with each succeeding week's selling. This evidence of intensified promotional interest on the part of retailers reflects what has happened to our salesmen. The contest has generated a tremendous enthusiasm and a bonafide spirit of good-humored but serious inter-team competition.

What we have learned during this and our previous contest is that, no matter how attractive and well planned, a contest will not of itself lead to any absolute payoff in terms of increased effort and business. The salesmen must be backed by a comprehensive sales promotional program.

# "Piggy-Back" Sample Breaks City Markets For Pine-Sol

The product: A non-acid liquid used for household cleaning, laundering, and disinfecting. Here's the background on Pine-Sol's introductory sales drive.



**BONUS BOTTLE:** The Pine-Sol standard-bottle-with-sample was described by Sales Management's reporter as "like a squaw with a papoose on her back." It certainly upped the "squaw" sales.

When the "piggy-back" bottle appeared on dealers' shelves a few weeks ago Pine-Sol sales jumped. The idea was something new in attention-getting. Lines of pint bottles standing in formation seemed to give the illusion of trim little squaws, each carrying a papoose. The idea: a special introductory offer with the small two-ounce bottle free. The promise: Use the sample and if not pleased, then your money back.

Pine-Sol is a comparatively new product coming out of the awakening industrial South. It is a non-acid liquid used for household cleaning, laundering and disinfecting. It is distilled from pine stumps, pine logs and branches, many buried in the earth, which have withstood the weathering and curing of 20 years or more.

Not new, the product was a sleeper until R. E. Dumas Milner, president of Milner Products Co., Jackson, Miss., took it over and launched an ambitious merchandising program about two years ago. Introduction has been on a market-by-market basis—Dallas, Fort Worth, Houston, Shreveport, Mobile, Memphis, Birmingham, and so on. Then, with production up, in all cities in Florida of more than 100,000 and next, to Atlanta, Chicago and other northern cities are now considered ripe for invasion.

Before a campaign is started in a selected city, trained crews are sent in. Advertising is contracted for in selected local newspapers, radio programs are arranged, distributors and dealers contacted, every effort made to fill dealers' shelves on the strength of the coming campaign. Advertising, handbills, point-of-sale promotion,

etc., for the initial effort, carry coupons worth 20 cents toward an introductory purchase.

When entire sections of Dallas were visited by an inundation from flood waters, the Milner company trucked in several thousand bottles. These were given without cost to the American Legion. Legion members placed a bottle, with instructions for use as a disinfectant, on the doorstep of each stricken home. Newspaper and radio promotion followed immediately.

Sometime later the Gordon Best Co., Inc., Chicago, the company's advertising agency, made a letter-check to sound public acceptance. Replies were received to 306 questionnaires. Of these, 147 said they were using Pine-Sol; 145 reported that they liked it; 51 expected to buy it. Of the users, 50 said their first purchase was induced by newspaper advertising; 40 by radio advertising, and 30 through the coupon offer. The others credited word-of-mouth information, sampling, etc.

A later Dallas slice-check brought the startling information that 75.3% of all those who had heard of Pine-Sol had used it. This, however, is not

considered true proof of purchase because of the heavy give-away, approximately 12,000 bottles, presented to flood sufferers.

A similar survey following the introduction into Birmingham, after two full-page advertisements had been used in *The Birmingham News* and the *Birmingham Age-Herald*, indicated these results: Attracted by newspaper advertising, 58%; by radio spot advertising, 16%; other sources, 41%. Apparently, 15% credited two sources. Fifty-eight percent of those who had heard of it had purchased and used it.

As a result of the company's experience in its market-by-market promotion it has settled down to a rather standardized program. It works this way:

1. Three full-page, reader-type advertisements are employed, one each month, in one or more selected newspapers in the market. Each advertisement carries a coupon offer, the coupon good for 20 cents toward a purchase.

2. Weekly, on each Thursday, the "market basket day," a smaller advertisement is used. These run from 135 to 170 lines and usually alternate in





**SUPER PROMOTION:** Walter McKelvey (left), buyer, and Brother George, general manager, for Shell's Super Store in Miami, Florida, demonstrate their belief in the potential for Pine-Sol by giving the product dominant display space. George McKelvey cites it as "the only product of its kind that is doing an educational job through advertising to show the uses of the product."

one-column and two-column width.

3. This program covers a six-month schedule with the smaller space continuing after the full-page period has been worked out.

4. Point-of-sale, handbill, display and other promotion is developed as local conditions indicate.

5. Preliminary stocking by trained crews who acquaint distributors and dealers with the product and its uses, explain the proposed advertising and merchandising program, etc., is considered a must.

6. The newest advertising copy, which has grown out of experience, has a bit of scare element in it. Each advertisement is headed in big, black, bold letters: "Take Your Hands Out of Acids!" A sub-heading: "Say Goodbye to Red, Dry Hands."

7. As a further inducement, Pine-Sol is advertised as a sweet-smelling disinfectant: "The breath of the forest in your home."

"Besides merchandising a new product," says H. S. Cohoon, general sales manager, "we are doing an important job for the South. Farmers are clearing thousands of acres of land for crops at a profit. In the past, clearing cut-over pine lands for agriculture has been an expensive process. Now, selling the stumps, the land can be made available for farming at highly encouraging figures. We are encouraging progress."

## Now Ready: Second Edition of "The Salesman's Creed"

In response to continued demand for reproductions of "The Salesman's Creed," by W. C. Holman, Sales Management's Readers' Service Bureau has made a second printing.

These reprints, specifically designed for framing, are 11½" x 16" in size, on heavy rag stock, in color.

For those who missed the complete text, which was printed originally in SM for September 1, we quote:

### The Salesman's Creed

To respect my profession, my company and myself. To be honest and fair with my company, as I expect my company to be honest and fair with me; to think of it with loyalty, speak of it with praise, and act always as a trustworthy custodian of its good name. To be a man whose word carries weight at my home office; to be a booster, not a knocker; a pusher, not a kicker; a motor, not a clog.

To base my expectations of reward on a solid foundation of service rendered; to be willing to pay the price of success in honest effort. To look upon my work as opportunity to be seized with joy and made the most of, and not as painful drudgery to be reluctantly endured.

To remember that success lies within myself, in my own brain, my own ambition, my own courage and determination. To expect difficulties and force my way through them; to turn hard experience into capital for future struggles.

To believe in my proposition heart and soul; to carry an air of optimism into the presence of possible customers; to dispel ill temper with cheerfulness, kill doubts with strong convictions and reduce active friction with an agreeable personality.

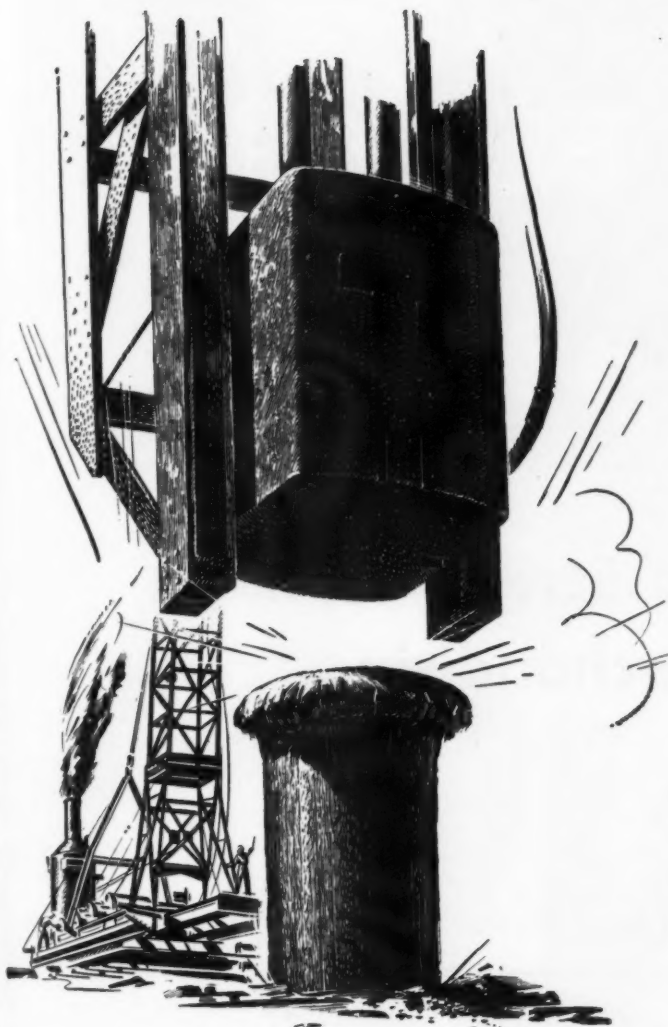
To make a study of my business or line; to know my profession in every detail from the ground up; to mix brains with my efforts and use system and method in my work. To find time to do everything needful by never letting time find me doing nothing. To hoard days as a miser hoards dollars; to make every hour bring me dividends in commissions, increased knowledge or healthful recreation.

To keep my future unmortgaged with debt; to save money as well as earn it; to cut out expensive amusements until I can afford them; to steer clear of dissipation and guard my health of body and peace of mind as my most precious stock in trade.

Finally, to take a good grip on the joy of life; to play the game like a gentleman; to fight against nothing so hard as my own weaknesses, and to endeavor to grow as a salesman and as a man with the passage of every day of time. **THIS IS MY CREED.**

The Creed is reproduced by Sales Management with the permission of the copyright owners, the Sheldon School and the Human Engineering Institute.

You may send orders to The Readers' Service Bureau, Sales Management, 386 Fourth Ave., New York 16, New York. Prices: Single copies: \$1 . . . 3 to 11 copies, 75c each . . . a dozen copies, \$6 . . . more than 12, 50c each.



## DEPTH OF PENETRATION

*finds solid buying power*

There is one best way to drive home a sales message to the readers of THE CHRISTIAN SCIENCE MONITOR. That is, to tell them your story in the columns of their favorite daily newspaper.

Retailers tell us they know through experience that MONITOR readers make a regular practice of asking for MONITOR-advertised merchandise by brand name. Also, these men and women enjoy better than average "spendable income" — spendable for worthwhile products and services. This is a highly responsive, solid market with a buying power well worth cultivating, as a total of 26,347 advertisers (2,747 national and 23,600 retail) proved in 1949.

Your business will profit from the stimulus of a program of advertising in the MONITOR. Without obligation on your part, we will gladly draw up a detailed proposal of MONITOR advertising custom-made to the requirements of your product or service. — THE CHRISTIAN SCIENCE MONITOR, One, Norway Street, Boston 15, Massachusetts.

*News, Advertising, Readership  
Devoted to Building a  
Better Civilization*

SPEAKING OF DEPTH OF PENETRATION, HERE IS WHAT ONE ADVERTISER SAYS: "We are pleased to tell you that we are very well satisfied with the results of our advertising in The Christian Science Monitor. We use a wide assortment of weekly and monthly publications and the Monitor has proved to be the best medium and has produced more orders at a lower cost per order than any other publication."

## The CHRISTIAN SCIENCE MONITOR

*An International Daily Newspaper*

### Branch Offices

NEW YORK: 588 Fifth Avenue  
CHICAGO: 333 N. Michigan Avenue  
DETROIT: 3-101 General Motors Building  
KANSAS CITY: 1002 Walnut Street  
SAN FRANCISCO: 625 Market Street  
LOS ANGELES: 650 S. Grand Avenue  
SEATTLE: 824 Skinner Building  
PARIS: 56 Faubourg Saint Honore  
LONDON: W.C. 2: Connaught House,  
163/4 Strand  
GENEVA: 28 Rue du Cendrier

Listen every Tuesday night to  
"THE CHRISTIAN SCIENCE MONITOR VIEWS THE NEWS"  
with Erwin D. Canham, Editor, over the ABC network



## Esso Dealer Conclaves Stress "How" Of Better Station Merchandising

BY EDWIN H. COLLINS

General Manager of Marketing, Esso Standard Oil Co.

Release of a new advertising campaign based on the slogan "You get something more at your happy motoring store" brings about a training program in which dealers are persuaded to cash-in by improving courtesy, service.

Esso Standard Oil Co. is now staging a series of one-day dealer meetings throughout the 18 states in which the firm operates—meetings which are in several respects making history in the petroleum merchandising field.

These meetings differ from others staged in the past by our company in their broadened scope, higher degree of top management participation, the injection of showmanship into the day's activities.

The germ of the idea for the new type of meeting grew out of the change in the type of advertising the company now uses. The advertising was changed in recognition of the fact that the old-time "filling" station has been supplanted by an up-and-coming merchant who renders a variety of services and offers a complete line of automotive products to the motoring public. The dealer who will survive must widen his line and

broaden his services, in accordance with the public's desires.

The current series of 150 meetings, all being held between March 1 and April 15, follow a pattern carefully worked out by members of Esso's sales and advertising departments and our agencies, McCann-Erickson, Inc., and Marschalk and Pratt Co., working with our company's top marketing management.

### Central Theme

The central theme is "You get something MORE at Your Happy Motoring Store," the "more" embracing convenience, value, variety, and quality of products. There is considerable emphasis on TBA: tires, batteries and accessories. There are suggestions for announcing and publicizing the meetings, decorating the meeting place, and distribution of door prizes. There are short prepared talks, to be delivered by regional representatives,

and recorded talks by Stanley C. Hope, Esso's president, and by myself. There is the script, with full stage directions, for an amusing skit which shows modern service station selling techniques. A manual with detailed directions, copies of talks, etc., was given to each of the 12 sales divisions, together with banners, backdrop, records, slides, films and other components for the patterned meeting.

Reports from the meetings held up to the present indicate that they are well attended and received. Typical, perhaps, was the one held recently in Baton Rouge, La., with 54 dealers present, some coming from as far away as 150 miles. Powers Higginbotham, mayor of the city, and Roy Dabadie, manager of WJBO, local radio station, were guests at the luncheon.

Since the idea of holding this type of meeting grew out of the change in type of advertising and merchandising, it is well to examine the copy now being placed. It is chiefly "multi-product," with emphasis on service, rather than on "Ours is the best," exaggerated-claim variety. The decision to use such themes came from research and surveys which indicated that the public buys gasoline because of the convenient location of a station,



**PULLING**



# POWER

**In cities and towns that account for 41% of the total U. S. retail sales.**

The effectiveness of any advertisement is its "power-to-pull." To get this power it must reach families that buy. In 1,522 cities and towns that account for 41% of the total U. S. retail sales **FIRST 3 MARKETS GROUP** delivers 49% average coverage. **FIRST 3** is your first buy.

the group  
with the  
**Sunday  
Punch**



**New York Sunday News**  
**Chicago Sunday Tribune**  
**Philadelphia Sunday Inquirer**

Rotogravure • Colorgravure  
Picture Sections • Magazine Sections

New York 17, N. Y., News Building, 220 East 42nd Street, VAnDerbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043  
San Francisco 4, Cal., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 13, Cal., 448 So. Hill Street, MICHigan 0578

APRIL 15, 1950



## "The home office sure had the 'low-down' on this dealer situation!"

ACB Tie-in Reports will keep you informed on dealer activity in any or all of the 1,393 shopping centers in which daily newspapers are published. When you examine an ACB Dealer Tie-in Report you can tell at a glance how your dealers are promoting your line in comparison to that of your competitive dealers. Your position in remote towns shows up clearly.

ACB Newspaper Research Reports submit evidence on such points as... is your advertising too light for the job, or, unnecessarily heavy... are your dealers cooperating... "pricings"... and a multitude of other facts from which accurate deductions can be made.

ACB Dealer Tie-in Reports enable the home office to direct a salesman to where he is most needed... sends the salesman into the dealer's store with undisputable local facts pertaining to your brand. They may be ordered sectionally or nationwide—periodically or continuously. Catalog of services sent executives on request.



### Send for Catalog

Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

79 Madison Ave., NEW YORK (16)  
538 S. Clark St., CHICAGO (5)  
16 First Street, SAN FRANCISCO (5)  
161 Jefferson Ave., MEMPHIS (3)



**The**  
**ADVERTISING**  
**CHECKING BUREAU**  
**INC.**

because of friendship for the dealer, or on personal recommendations. In line with convenience, the public likes to satisfy all its motoring needs at one establishment—an indication of this trend lies in the fact that in 1949 53% of the Nation's replacement tires were bought in service stations, as against only 1% in 1930. The percentage of batteries and accessories bought from service stations has also increased correspondingly.

Convinced that the public wants efficiency, modern store arrangement, allied lines, and niceties such as courtesy, clean rest rooms, touring service (maps, etc.), we resolved to offer all of these services in our 1950 advertising. There was a disquieting thought, however: What if we promised everything the public wants in our advertising, and dealers—all free agents in business for themselves—are unprepared or unwilling to make good on those promises?

### Take Into Confidence

The series of meetings was hit upon as a means of taking dealers into the confidence of our management and of showing what was behind the new type of advertising.

The decision was not lightly made. There was some question as to whether dealers would leave their business during the day—a whole day at that—to attend a meeting. But we reasoned: "If you asked the individual dealer to play golf and promised him a free lunch and a chance to talk business to his advantage, he'd manage to accept the invitation." So it seemed reasonable to expect that, given sufficient inducement, our dealers would attend a daytime meeting.

Before sending the meeting package to the field the idea was tested last December before "live" dealers as part of Esso Standards Annual Merchandising Meeting at the Hotel Statler in New York City. In conducting this test presentation before 65 dealers from the New York and New Jersey areas, we gave no indication to those invited as to what would take place. The meeting was pretty much in the form "packaged" later for our entire operating area, though certain improvements have been made. A two-page questionnaire given to those who attended evoked a number of constructive suggestions which were adopted and were helpful in determining the final pattern of field meetings. Forty-four of those present indicated on their questionnaires that the affair was "excellent."

Behind our decision to hold the series of meetings was our feeling

that many dealers, because of closeness to their work and to the industry, do not realize the advances that have been made in merchandising petroleum products. The contrast between the old and the new is emphasized at the meetings. Two are being shown. They touch upon the history of the automobile, going back to 1900 when there were only 8,000 in the United States. The difficulties of changing tires in those early days are depicted, and the rise of the service station to its present status is unfolded. By way of contrast, the backdrop used as a prop at the meetings shows a Rube Goldbergian scene, with the filling station of the future, a push-button, robot-operated establishment not requiring the service of human beings. This has been effective in provoking laughs.

The skit dramatizing the development of a good service station salesman from a listless attendant is also in a light vein, although its lesson is serious. It demonstrates that the assistant's potentialities were there all the time. The station proprietor was at fault. He had not used the proper training methods to bring them out.

### Door Prize: Door

Another device for developing added interest in the meetings, recommended in the manual, is the awarding of an actual door as a door prize, just for a gag. After merriment subsides, the real door prizes are awarded.

The meeting is tightly scheduled, with minute directions, leaving nothing to chance—to such an extent that we believe a group of strangers could put on a satisfactory meeting with the aid of the 225-page manual and rehearsals, naturally.

Though Esso is staging the meetings in its own interest—to make merchandising more effective by giving dealers an opportunity to see our point of view on the oil business—the meetings cannot fail to be beneficial to dealers. They make them conscious not only of their responsibilities to the company and the entire automotive industry, but to the communities they serve. Our feeling about the meetings is that we are not trying to teach them how to change a 1936 Dodge fan belt, but to show them our point of view, to inspire them, to help them become better *merchants*.

With all advertising forces in the company geared to the "MORE" campaign, the meetings are the fulcrum which tipped the scales of the whole program on the plus side.

IN CLEVELAND EVERY DAY



\* Ohio's  
Largest  
Daily

*Seven out of ten read The Press*

## 15th Annual Analysis of OHIO LIQUOR SALES

**Now Ready for You!**

One of the famous Cleveland Press research studies published at regular intervals. Cleveland Consumer Panel published last month. New Car Sales Analysis ready on May 1st. Watch for future Press research reports.

People make markets. In Cleveland, they make a prosperous market of Press readers because seven out of ten Clevelanders read The Press every day. At home or downtown, in stores or outside—whether buying, shopping or planning—you may be sure that seven out of ten are united in their loyalty to The Cleveland Press—the people's newspaper.

## In America's 6th Market

You will find that the vast army of Press readers adds up to a big market for everything. Take liquor, for instance. In 1949, Cuyahoga County—Metropolitan Cleveland—bought more liquor than 28 individual states. This is one reason why The Cleveland Press ranked fourth in the nation in liquor linage in 1949. The other reason is that the seven-out-of-ten coverage of The Press means sure results every day for any advertiser of any commodity.

*In Cleveland it's*

**The Cleveland Press**



APRIL 15, 1950



## Who Killed Waltham?

(Continued from page 39)

agency which he operated with Daniel F. Appleton, he got part of the profit on all sales to wholesalers.

Robbins seemed to change only when forced by circumstances. He never anticipated change. He never really progressed. In "Timing a Century," published by Harvard University Press in 1945, Charles W. Moore wrote that under Robbins, Waltham "did not crystallize into an orderly,

stable business structure, but remained formless and irregular like a pool of quicksilver, yielding to every external pressure."

Under Dennison and Robbins, Waltham paid premium wages but gave "preference to workers from old New England families." As the years passed, they seemed to become a proud, clannish, ingrown group.

But their watches were good. Even the Swiss spoke well of them. Before long the Swiss were adapting Waltham's mass-production methods to their own system of cottage manufacture.

With the Civil War, Dennison persuaded Robbins to offer a low-price watch for soldiers. It proved a bonanza. Between 1860 and 1862 sales had dropped from \$181,000 to \$61,000 and earnings from \$50,000 to a loss of \$4,010. But due primarily to the \$13 (retail) soldiers' Ellery model, sales soared by 1865 to \$839,000 and earnings to \$492,000—or 58% of sales and 164% of the then invested capital of \$300,000.

Robbins believed to some extent in advertising. As early as 1857 Waltham was spending \$2,500 for it. By 1865 the advertising figure reached \$7,347, and by 1872 a peak for the time of \$63,562.59. Waltham was using testimonials which even outshone its products. One compared its watch reliability with that of the sun. Another cited the experience of a man who had detected on his Waltham an error of a few seconds in the Greenwich time signal. But there was truth in them.

### Waltham's Advantages

On such a foundation, Waltham's progress should have been well started. All it had to do in each decade was to produce, more efficiently than competitors, better products that more people wanted, to promote them more vigorously, and to sell them at a competitive price.

But easy profits in an expanding market softened Robbins, and opened the way for competitors. In 1866 Waltham paid a dividend of 60% in cash and 150% in stock. This was exceptional. But in the quarter-century between 1860 and 1884 dividends averaged more than 12% while surplus mounted from \$56,976 to \$1,431,111.

The Swiss were on the run. After the panic of 1873, Waltham sales soon were 50% larger than all Swiss imports. Waltham had invaded Europe, and the Orient. Elgin, founded in 1864, had not yet become a major factor, and Hamilton was two decades from being born.

As Waltham moved toward monopoly, Robbins considered his problems more of engineering and production than of sales. He reduced advertising. In 1872, when Swiss imports reached a peak of 366,000, or nearly five times Waltham's then record output of 74,530, Waltham spent \$63,562 in advertising. But by 1876, when the Waltham-Swiss standings were 85,000 to 75,000, Waltham's advertising totaled only \$24,000.

Ten years later, however, the whole competitive picture had changed. The Swiss were coming back, and 16 other American manu-

# Quad-Cities

Rock Island, Moline, E. Moline, Ill.  
Davenport, Ia.

## Four Cities . . . One Market

### 10,944,003 Cars—3 Bridges Link the QUAD-CITY Market

Last year almost 11 million cars passed over the three Quad-City bridges . . . further proving the Quad-Cities as ONE MARKET. Quad-City families daily commute from city to city . . . working . . . buying . . . seeking recreation. It is evident that effective advertising must cover the entire Quad-Cities to do a top-notch selling job.

\* Nearly 60% of Quad-Cities' population lives on the Illinois side and read the Argus-Dispatch newspapers . . . the only daily newspapers with solid coverage on the Illinois side.



## Moline Dispatch and Rock Island Argus

. . . the newspapers covering the Illinois side of the Quad-Cities

NATIONAL REP., THE ALLEN KLAPP CO., NEW YORK, CHICAGO, DETROIT

facturers were in the fray. Emphasizing "popular prices" as well as quality, Elgin had become a major factor. And Royal Robbins was groaning about "the very bad condition of things in this unhappy country . . . and the reckless and needless competition from our brother manufacturers."

Finally he acted. Waltham decided to concentrate on "the cheaper grades which for the present are most in demand." He hired as general manager and then as president a sales-trained executive, Ezra Charles Fitch—who was to be the nominal head of Waltham for 35 years.

Robbins was a reserved and conservative aristocrat. Fitch was democratic, likeable, and progressive. But he never had complete authority. He struggled hard and not always successfully against the long-entrenched Waltham "system."

The factory executives and workers had long been convinced that they were Waltham. They told the selling agents what and how much they would produce, and the agents had to sell it at the best possible price, without regard to market requirements.

Gradually Fitch reversed this. Market requirements and potentials were placed first. The factory had to meet them.

The watch industry had entered the Merchandising Era. No longer would quality and price be enough. People wanted style, variety, novelty. Competition was providing them. Waltham followed. Although Robbins disapproved of this "craving for variety," he gradually increased the number of Waltham's movements from six in 1865 to 45 in 1896.

### Ups and Downs

With the help of stronger sales and advertising efforts, Waltham moved forward again, for a time. Sales reached a peak of \$4,277,481 in 1891 . . . But then they went downward. For years following the panic of 1893 they were less than half that figure. Waltham was not to pass the 1891 mark until World War I, when government orders, inflation, and the inability of the Swiss to export, came to its aid.

Whatever the volume, however, the company continued to take, per watch, all the traffic would bear. Profit to sales ratios averaged more than 10%, and ranged up to 31% in 1901.

To meet declining sales in the '90's Waltham managed to streamline the factory organization and to use more automatic machinery. Then it was

forced to cut wages . . . Finally, Robbins tried to organize his "brother manufacturers" into a sales-controlling association. The government accused the group of collusion and price discrimination under the new anti-trust laws. But the case was never brought to court.

In 1902, Royal Robbins died.


Whatever he had done, or failed to do, he had at least provided continuity and authority for 45 years. Ezra Fitch and Robbins' son, Royal, Jr., started to fight for control. The stockholders gave them equal authority—which meant no authority at all. Like his father, young Robbins was a conservative. But Fitch could not act

to meet the new conditions of the new century. Waltham was slipping fast.

In their quest for a scapegoat a group of stockholders came up with Robbins & Appleton, for half a century Waltham's sales agency, the chief partners in which also were executives of Waltham. R&A offered to reduce its commission from 8% to 6%. But the stockholder group thought Waltham could do better with its own sales department, and R&A were thrown out.

In the next decade Waltham's cost-of-sales averaged 8.85.

The little old company has attracted some of our best people. And



**Potentials**  
are HIGH in  
**Peoria area**

**In the 100M to 250M Pop. Group**

**Peoria Ranks . . .**

**30th in Retail Sales**

**12th in Per Capita Sales**

**Per Capita Sales, PEORIA . . . . \$1525**

**Per Capita Sales, U.S. Avg. . . . . \$ 891**

**Peoria ranks 48th in population . . . which indicates**  
**ALL Peoria area shops in Peoria.**

**TEST CITY U.S.A.**

Figures are from  
S. M.'s Survey  
of Buying Power  
Copr. 1949

**Peoria**  
**JOURNAL • STAR**  
PEORIA NEWSPAPERS, INC., Agent.

National Representatives • WARD-GRIFFITH CO., INC. • Offices in Principal Cities



in the last 40 years some of them have taken quite a pushing around.

In 1910 the biggest owners were, in addition to Appletons, Robbinses and Fitches . . . J. P. Morgan & Co. But the Midas Morgan touch in Waltham's case was singularly absent. These four groups between them held only 27.2% of outstanding shares. The smaller stockholders elected a majority of the board. The new leader—although Fitch was still president—was Augustus Peabody Loring.

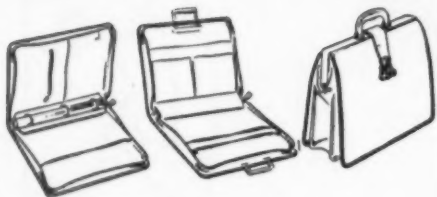
We are getting not only down to Wall Street but up on Beacon Hill.

**NOW AT LAST!**  
**A Salesman's Case**  
**Guaranteed**  
**for 5 Years!**



**Amazing TUFIDE Business Cases Outlast Leather 2 to 1!**

\* TRADE MARK REG.




Here's news that means you can save money on business cases—up to 50% savings! Amazing new TUFIDE looks like leather, feels like leather, outwears leather . . . TUFIDE makes the most durable business cases and luggage ever developed—they're unconditionally guaranteed for five years. Your dealer has a complete selection of Stebco portfolios, ring binders, brief bags, and luggage to match—in TUFIDE, (and in many quality leathers, too).

**Tufide BUSINESS CASES**

**as low as \$3.50**

Famous companies like:  
 General Electric Co.  
 U. S. Fidelity & Guaranty Co.  
 B. F. Goodrich Co.  
 Allis Chalmers Co.  
 and many others  
 are using TUFIDE.



**SEND FOR FREE FACTS!**

**STEBCO PRODUCTS, Dept. A-6,**  
**1401 W. Jackson Blvd., Chicago 7, Ill.**  
 Please rush details about amazing new,  
**TUFIDE** without obligation.

Name \_\_\_\_\_  
 Company \_\_\_\_\_  
 Company Address \_\_\_\_\_  
 City & Zone \_\_\_\_\_ State \_\_\_\_\_

"The ideal trustee in Boston in 1910," wrote Moore, was "a graduate of Harvard Law School. His ancestors had been prosperous merchants or professional men in Boston or its vicinity . . . His office was on State Street . . . He had at least one conspicuous connection, either in banking or in industry." His name was pregnant with "stability and security, enduring through generations . . ."

Such were the seven who were to rule Waltham for the next decade. Loring himself met all the requirements. He did better than most in number of directorships held—15. Only one of the seven, Charles W. Leonard, was without benefit of Harvard.

#### Banjo Clocks Introduced

The new group met Waltham's declining sales, profits and prestige by cutting salaries and introducing eight-day clocks for travelers, banjo clocks, speedometers and blood-pressure gauges. Federal Advertising Agency of New York City was hired to do its best with a \$30,000 appropriation. But no serious efforts were made to make the Waltham production and sales system more efficient.

World War I and a deluge of orders for mechanical time fuses for controlling shrapnel bursts postponed the reckoning. So did a brief postwar boom. Sales soared to \$6,062,000 in 1918 and to \$8,665,000 in 1920. Profit ratios again averaged 10%.

But Waltham, as Moore reported, had become "rotten to the core."

While the company was going all out on fuses, competitors were selling watches. More important, they were planning and organizing for the competitive years ahead.

The postwar depression exposed Waltham's "rotteness." There was found to be no co-ordination between 25 operating departments. An engineers' report said: "4,000 men are doing 2,000 men's work."

Royal Robbins had worked on the principle of "making our money before we spend it." In 1883, when sales exceeded \$3,000,000, Waltham's notes and accounts payable totaled only a bit more than \$600,000.

But by 1921 inventories had soared to \$11,000,000, debts to more than \$8,000,000, and capitalization to \$12,000,000. Interest payments to the banks had become staggering.

The banks read the engineers' reports of Waltham's waste and inefficiency, and decided to take over. They pushed the "Harvard group" aside and named Gifford K. Simonds of Fitchburg, Mass., the new president.

Simonds had won some repute among bankers for increasing the worth and reducing the debt of his family's Simonds Saw & Steel Co. He was given complete authority to clean things up. But wherever he turned at Waltham, he was met by the "system." Initiative had succumbed to inertia and indifference. Promotions were based on seniority. The only chance for advancement of younger workers was on the death of older ones—some of whom had been with Waltham 50 years or more.

Hardly had Simonds started to move against these conditions than the banks grew impatient, and demanded immediate repayment of their loans. Kidder, Peabody & Co. was engaged to underwrite a reorganization. Simonds quit. With him as directors went the last of the Robbinses and Fitches.

By February 9, 1923, the reorganization was completed by Kidder, Peabody and one Frederic Christopher Dumaine. The capital structure was reduced, but something new in the form of "management stock" was added. This stock was divided equally between Kidder, Peabody and Dumaine.

The plan was announced as designed to pay off the banks, provide additional working capital, reduce interest charges, set a just price on stockholders' equity, and pay a profit to the investment bankers (Kidder, Peabody).

#### The Pay-Off

It succeeded especially in the last two. For reorganizing a company whose tangible assets were only \$7,064,000, K, P was to receive in the next five years—from the underwriting, the value of stock given them and the dividends on it—\$2,487,368.

Dumaine was to do all right too.

He had done well, for himself, at Amoskeag Mills before moving on Waltham. After 21 years there, he was to take over control of the New Haven Railroad, as chairman of the board.

In the long list of those who have been in on the long killing of Waltham, Dumaine stands high.

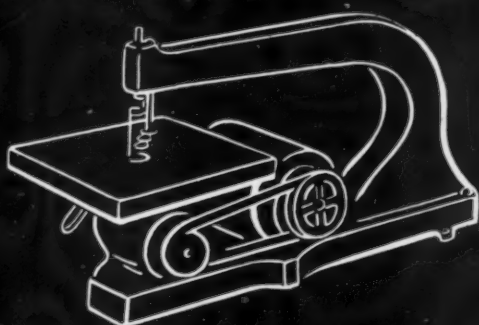
Describing "The Waltham Mess" in its April, 1949, issue, *Fortune* said: Dumaine "lifted Waltham out of the red and kept it operating profitably for 20 years." But "he cut wages, abolished jobs, cancelled advertising contracts; spent little on new machinery, research and new watch designs . . . He skinned through the depression on shutdowns . . . and price cutting, plus the sale of electric clocks and speedometers." During World



From Jewelry



To Jigsaws



**OXFORD  
PAPERS**

*HELP BUILD SALES*

**F**ROM CUSTOM-MADE jewelry to home workshop equipment, there is an endless range of products for which printing does an important merchandising job. And, whether you are concerned with the production or the actual use of printed messages, you can count on Oxford Papers to make them more effective.

Every paper bearing this famous name has been developed and perfected through long, practical experience in meeting the needs of printers and their customers. The range of Oxford coated and uncoated grades covers virtually every requirement for offset, lithography, letterpress and rotogravure printing. Each has been designed to assure top notch performance on the press, and to give the finished job that extra quality which counts so much in extra sales. This means you are sure of the right paper for a better job when you specify Oxford Papers for brochures, enclosures, catalogues, instruction manuals, advertising inserts, labels, or box liners and wraps.

## Oxford Papers Are Good Papers to Know

It will pay you to remember these Oxford grades—and use them when planning printed promotions. These six cover a wide range of uses—and your Oxford Paper Merchant can tell you about others which bring the extra effectiveness of Oxford quality to every type of selling-in-print.

**POLAR SUPERFINE  
ENAMEL**

**MAINEFLEX  
ENAMEL**

**MAINEFOLD  
ENAMEL**

**ENGRAVATONE  
COATED**

**CARFAX ENGLISH  
FINISH**

**ENGLISH FINISH  
LITHO**

★ ★ ★

## Your Oxford Paper Merchant Is a Good Man to Know

Printers and their customers have learned from experience that their Oxford Paper Merchants are mighty good men to know. For these merchants make a business of helping users get the greatest value from their investment in paper. Their genuine interest in your needs and problems and their practical knowledge of paper can be a real help with any of your production problems. An Oxford Paper Merchant is as near as your phone in any of 68 principal cities from coast to coast, and, of course, you can count on him for prompt delivery of the right paper for your needs. Get in touch with him today, and ask for a copy of the Oxford Paper Selector Chart. Or, write direct to us.



**Oxford Miami Paper Company**

23 East Wacker Drive, Chicago 1, Ill.

**Oxford Paper Company**

230 Park Avenue, New York 17, N. Y.

**MILLS AT RUMFORD, MAINE,  
AND WEST CARROLLTON, OHIO**

War II, he cut out advertising completely, devoted Waltham exclusively to war work, and doubled sales to \$11,600,000.

Then, at the peak of Waltham's prosperity in 1944, Mr. Dumaine sold out.

In 20 years, *Fortune* continued, Dumaine had "paid stockholders less than a fifth of the \$17,000,000 available to them. The rest had been used to wipe out Waltham's funded debt and retire senior securities, thereby enhancing the value of the Class A stock, more than half of which he owned."

### Jeweler's Complaints

For years jewelers had complained loudly of the lowered quality of Waltham watches. The old company also trailed the trend toward newer types of watches. For example, use of wrist watches, popularized by the Swiss in World War I, expanded widely during the '20's. Yet as late as 1926 Waltham was producing 271,919 pocket watches to 189,215 wrist watches.

Dumaine and his new general manager and sales executive, I. E. Boucher, slashed selling expenses from 16¼% in 1922 to 4.7% in 1937. One "sales" item in 1922 was 3% for advertising, or about \$165,000 on a volume of \$5,459,905. Actual advertising expenditure in that year, however, was nearer \$300,000.

As he cancelled advertising Dumaine said: "I can't help feeling strongly that unless done with the greatest care the money spent for advertising is largely wasted."

He fired some members of the sales staff, dropped all missionary salesmen, and replaced with commissions salaries of salesmen and branch managers. The salesmen's tools were reduced to a photograph book and a catalog.

But gradually Dumaine realized that he had gone too far. In 1927 Page Browne, from *The Saturday Evening Post*, was brought in as sales and advertising manager.

Browne was progressive. He launched a research program to find what watch buyers wanted. Instead of reaching the public only through jewelers, he wanted to appeal to them direct through magazines. But with the start of the depression in 1930, Dumaine decided to cut out such "waste." Browne resigned.

Then Dumaine turned to cooperative advertising with jewelers in newspapers. Many jewelers were reported to have brought in buyers on the strength of this—only to switch them to Swiss watches.

The old dignified Waltham copy was gone, even in the 7 to 10% of the budget which Dumaine reluctantly decided to spend in magazines. Waltham talked instead of "quality" it did not possess; defended jewelers against mail order houses (although Waltham itself had once tried m.o. selling), and disparaged the Swiss. Dumaine discovered strange possibilities in decalcomanias that had been intended for jewelers' windows. Men were hired at 10 cents each to install them in rear windows of automobiles. In six years 934,187 were so distributed.

Probably, Frederic Dumaine welcomed the war as a chance to cut out sales and advertising "wastes" completely. What happened to Waltham after V-J Day would be someone else's problem. He would not be there.

The June, 1944, issue of the *American Watch Worker* had some kind words to say about the dark-eyed, big-bellied man who had just sold Waltham:

"Frederick C. Dumaine represents truly the significance of the name 'New England Industry.' He represents a school of thought that built America . . ."

The buyers were Union Securities Trust Co. of New York and Ira Guilden, former vice-president of Bulova Watch Co. and former brother-in-law of Arde Bulova, who became Waltham's president.

Guilden had divorced Bulova's sister and reportedly had been thrown out of that company. He was determined to show what he could do for Waltham against everybody—specifically Bulova.

### Build-Up for Guilden

A contemporary writer greeted him warmly. Here was another of those builders. There was no limit to his energy and ambition. At 10 he had helped his widowed mother run a Brooklyn candy store; at 17 he was on the road selling jewelry; at 26 owner of Knickerbocker Watch Co.; at 32 Bulova's v.p.

Now at 48 he was supercharging Waltham. Dumaine had been cautious and penny-pinching. Guilden was anything else but. "Today (in 1945)," our writer wrote, "Waltham is animated by a new personality, the atmosphere is charged with a new spirit, and action is spurred by a new hope."

Guilden told his workers they would have "the finest machinery . . . and latest devices, and working conditions second to none . . . We have

more skill, more genius, more 'know-how' here than anywhere else . . . We can make Waltham the finest American watch in every sense . . ."

Waltham had never had a laboratory, but Guilden planned an "Air Time Research Institute."

The watches would all be 17 jewels or more. They would be restyled and promoted by advertising that would be "appealing, continuous and superior." A "big" agency, N. W. Ayer & Son, was named. Over Mutual stations on October 11, 1944, Waltham began its first radio network series.

Guilden dropped wholesalers and started to sell direct to "selected retail jewelers," on a Fair Trade basis. Of some 25,000 who had been handling Waltham, only about 5,000 were retained. These were to get full profit margins and all possible promotion support. They were also asked to buy in "packages" of 10's—six men's and four women's watches.

The sales force was enlarged and invigorated.

### Shares Rise

Such plans produced an appropriate reaction on Waltham's shares on the New York Curb Exchange, where its "B" stock rose to \$30 a share. Guilden intended to get Waltham listed on the Big Board.

(It is still listed on the Curb, where a recent faint wave of interest has lifted it from 5/16 to 11/16, or from about 25 cents to nearly 75 cents a share.)

Perhaps Ira Guilden secretly thought he could make quantity production and promotion replace quality of product. In a year Waltham's listed advertising expenditures increased tenfold. Sales also were doing well, for peacetime.

But despite all the alleged production genius and know-how, consumer and dealer gripes were growing. Two movements especially, the "670" and "675," were causing trouble. Dealers claimed that many of the watches were dirty, many sold in cases not designed for them, and all Waltham products were overpriced.

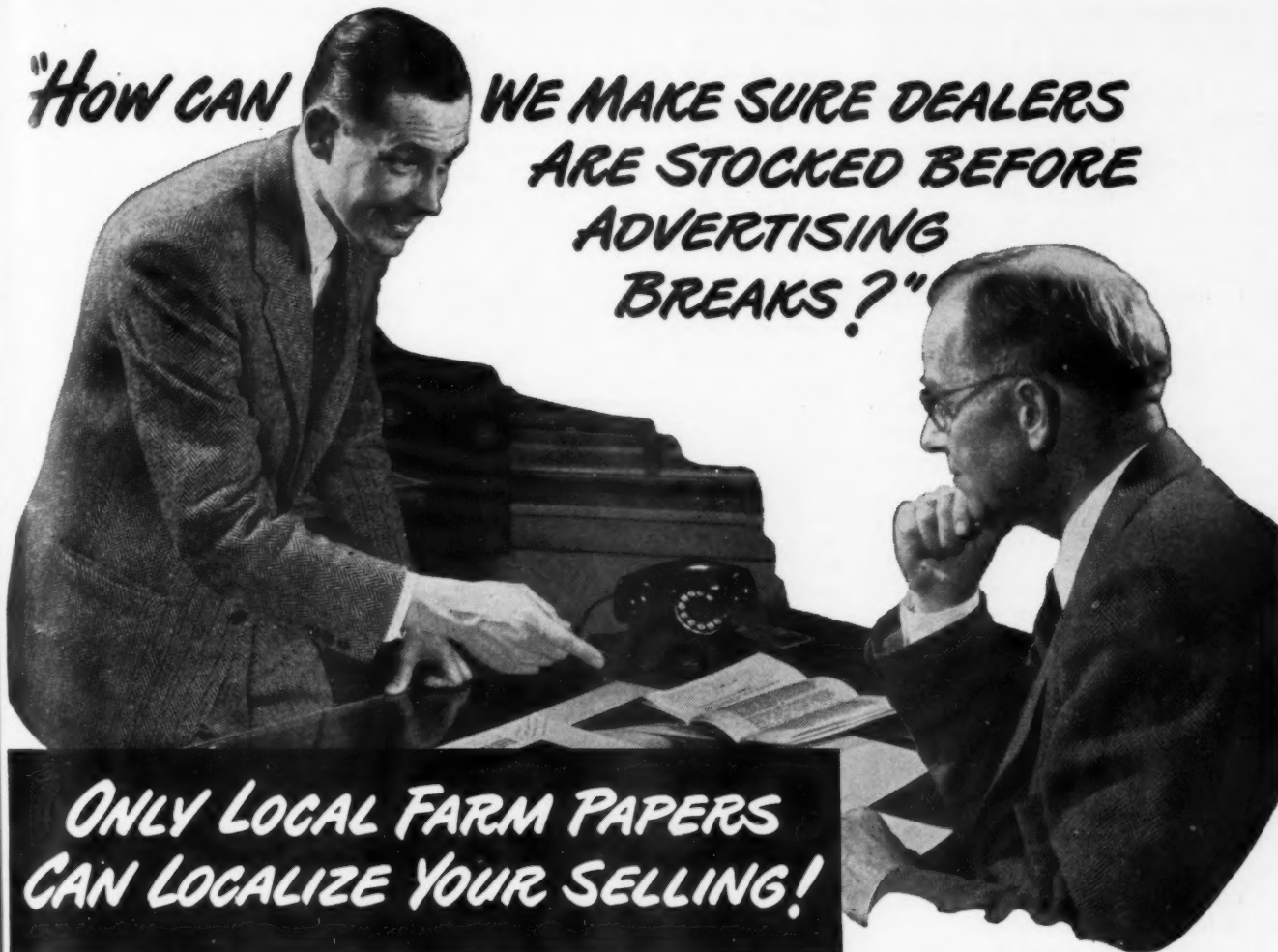
As complaints piled up on Waltham, so did returned and unsold watches. Inventory mounted to \$2,000,000, and after three years of Guilden, the company was running heavily in the red.

But Guilden was still resourceful. He persuaded four banks—on the strength of sales nearing \$9,000,000—to extend Waltham's credit to \$3,500,000.

When this failed to ease matters, the directors ordered another engi-



# "HOW CAN WE MAKE SURE DEALERS ARE STOCKED BEFORE ADVERTISING BREAKS?"



## ONLY LOCAL FARM PAPERS CAN LOCALIZE YOUR SELLING!

There's *one* sure way to get a dealer to stock your product in advance of the appearance of your advertising—that's to induce him to stock a supply, with the understanding that you'll list his name in your advertisements in his *local* farm paper.

### TWO-WAY ADVANTAGE

You can point out that two factors will be working in his favor: 1. Prospective customers in his locality will read the advertising in their own, *preferred* farm paper. 2. These prospects will know exactly where to buy—they'll see *his* name.

### PRACTICAL ONLY IN LOCAL FARM PAPERS

It's obvious that in most cases it is not practical to list dealers in national farm magazine advertising. The opportunity to list your dealers is one of the advantages of aiming your advertising at specific local-area markets—reached best in the Midwest by the five papers of the Midwest Farm Paper Unit.

### ADD DEALERS

Offering to list a dealer's name in your advertising is an excellent way to line up *new* ones. Your offer can be the wedge that opens new and profitable sales channels.

### EXTRA HELP FOR SELLING

Merchandising helps are available, at cost-of-imprinting, from the Midwest Farm Paper Unit. Unit papers have a choice of self-mailing folders and broadsides ready for the imprinting of your ad. Ask to see the AD-BOOSTER KIT.



### JUST ONE . . .

When you advertise in the Unit, all you need is one insertion order, one plate. And buying the Unit can give you rate savings up to 15%.

Call your local Midwest representative. Midwest offices at: 250 Park Avenue, New York . . . 59 East Madison Street, Chicago . . . 542 New Center Building, Detroit . . . Russ Building, San Francisco . . . 1324 Wilshire Boulevard, Los Angeles.



## MIDWEST Farm Paper UNIT

NEBRASKA FARMER • PRAIRIE FARMER • THE FARMER • WALLACES' FARMER & IOWA HOMESTEAD • WISCONSIN AGRICULTURIST and FARMER



neering survey. History was repeating itself after 25 years. The findings again were waste and inefficiency.

Ira Guilden had anticipated the findings. As conditions got worse he had been quietly selling his shares. When, in early 1948, the directors hired an efficiency expert, Paul P. Johnson of Thompson Products, to take over Waltham's operations, Guilden was all set for it. He sold his final 10% to Swiss-born banker, Peter F. Lange, and left.

Like Gifford Simonds, Paul Johnson cannot fairly be accused of complicity in Waltham's death. In fact either of them *might* have saved the company . . . if the banks had given them a full chance.

### Quick Action Taken

Johnson had to take fast and drastic steps. Two-thirds of watch sales are made in the last third of the year. To get new watches ready, Johnson and Lange borrowed more money from the banks.

They ordered Swiss watchmaking machines; strengthened efforts to win back jeweler and consumer loyalty, and resumed advertising.

Ayer had resigned the account some time before. Kastor, Farrell, Chesley & Clifford of New York City were named for it.

Up to October, the only national advertising that had appeared for Waltham in 1948 was a single color page in *Life* of May 24. But in an interim campaign for the company's "33,000,000th watch" in the last quarter, it spent \$290,000. This series was climaxed by a four-color spread in *Life* of December 13, which cost \$45,628—more than Waltham had spent in all media in many years.

For 1949 it was preparing to spend \$559,470.80 in magazines and jewelry business papers and for sales promotion, and was considering \$25,000 more for public relations.

Waltham needed all such support. In 98 years it had never fallen so low in trade or public esteem.

In a survey by Opinion Research Corp., covering the seven leading brands, "the consuming public rated Waltham near the middle or way down the list for reputation, quality, amount of advertising, and style." Among 65,000 people surveyed, Recording & Statistical Corp. learned that Elgin was their No. 1 brand, followed by Hamilton, Bulova, and then after a big gap, Gruen, Longines, Waltham and Benrus . . . Most young people had grown up without knowing Waltham at all.

"Good looking," "good reputation" and "jeweler's recommendation"

ranked highest among factors in watch buying, and Waltham ranked badly in all of them.

Johnson threw out the much-damned "670" and "675" movements; developed an alloy to provide a mainspring "as good or better than Elgin's Dura-Power"; worked on water-resistant and shockproof watches and Waltham-exclusive 18- and 19-jewel movements. He even hired a style consultant. The line was repriced to meet competition.

For obvious reasons, a lot of jewelers were proving to be one-time Waltham customers. Of 6,555 accounts sold in 1947, only 4,600 had rebought in the first nine months of 1948. Nearly three-fourths of customers accounted for only 21.2% of sales, while 3.29% represented nearly half of the total volume. Also, in some cities Waltham did only one-third as much business as in others of similar size.

The Johnson regime redefined sales territories, raised salesmen's compensation and hired junior salesmen. Fair Trade was to be maintained and jewelers' markup increased.

In below-average-sales markets, Waltham considered launching test newspaper campaigns, to find ways to give them a lift.

The fall and winter 1948 campaign was intended to meet market demands for looks, reputation and jeweler's recommendation. Magazine ads proclaimed the "Series 33" as "America's most beautiful" and "most beautifully balanced," and urged: "As with all precious gifts let your jeweler be your trusted advisor."

### High Style for Waltham

For the first three quarters of 1949 the magazine advertising would follow these lines. Waltham beauty would be endorsed by such stylists and designers as Hattie Carnegie, Lilly Dache, Adrian.

In business papers the "finest Waltham of all time" would be confirmed in a "Looking through the Loupe" series by leading horologists. (The loupe is the microscopic monocle used by jewelry makers.)

And then, in anticipation of the 100th birthday, the campaign in the last quarter of 1949 would preview the Centennial series. A feature of it would be a "Century" mainspring, guaranteed to last until 2050 A.D.

Johnson and Lange seemed to have a lot of faith in old Waltham . . . But the 1949 campaign never materialized. The banks were growling outside the door again.

By mid-1948 Waltham owed the banks about \$4,000,000. In Septem-

ber Johnson had asked RFC's New England director, one John J. Hagerty, for a \$4,500,000 loan. Early in December Hagerty recommended that Washington reject the application.

Cenerazzo (who had been around since Dumaine days) rushed to Washington and argued with the full RFC board, who then asked Hagerty to consider some plan involving bank participation. Johnson wanted to reduce operations until a deal was set, but Cenerazzo strongly objected to pre-Christmas layoffs.

RFC finally decided to help only if Waltham went through reorganization under the Bankruptcy Act.

On December 28, Johnson filed for it. Three trustees were appointed. Johnson continued as their agent.

Cenerazzo rushed back to Washington again, got the help of Massachusetts members of Congress to argue Waltham's case before RFC. On January 4, RFC approved the application.

### Only a \$350,000 Loan

But when the banks squawked about a \$1,000,000 RFC prior lien on Waltham's assets, the RFC finally came through with only \$350,000.

Waltham and Waltham, Mass., were in ferment. On January 25 the *News-Tribune* held a rally of 2,000 citizens. The occasion developed an unexpected hero in the person—you guessed it—of John J. Hagerty. He announced that RFC would grant \$6,000,000—on two conditions: (1) that the loan be secured by a first lien on all Waltham's assets; (2) that \$4,000,000 more, half in cash, be subscribed by private investors to pay off the banks.

When Cenerazzo began urging Waltham's employees to put up their savings or pledge future earnings in so shaky a proposition, Johnson was so enraged that he resigned.

By late February, before the RFC clamped down on this plan, employees had subscribed \$635,000. Other Walthamites had pledged \$500,000 more.

The trustees replaced Johnson with a new agent—John J. Hagerty.

At RFC he had made \$10,300. For helping to save Waltham he had a two-year contract at \$30,000 a year.

All in all, 'twas a great day for the Irish. Two of the three trustees appointed by Judge Sweeney happened to be Irish. And among other things, Hagerty promptly placed the advertising account with his old friend Daniel F. Sullivan of Boston.

Whatever Hagerty (pronounced

Now — Kimberly-Clark brings you

# Premium Papers at Standard Prices!



BALSAM AND SPRUCE LOGS — READY FOR THEIR  
DRAMATIC TRANSFORMATION INTO 1950 LEVELCOAT

Now you can make every impression a far better impression — without an increase in printing cost! For Kimberly-Clark's four new fully-coated Levelcoat\* papers with new fiber, new formula, give you premium quality press performance and reproduction — at the cost of ordinary paper!

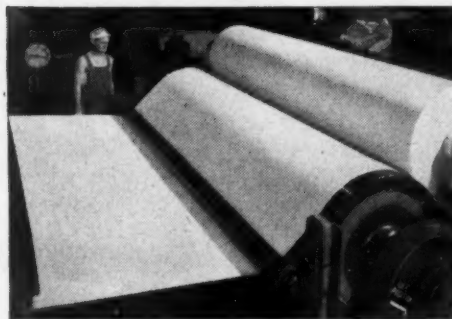
You'll see new whiteness and brightness, feel new smoothness, in all four 1950 Levelcoat papers. In make-ready, on low or high speed

presses, you'll discover new economy and dependability. Finally, in comparing reproduction with that of any other paper, at any price, you'll agree there's a striking new difference in the quality of printing achieved — with less ink — on 1950 Levelcoat.

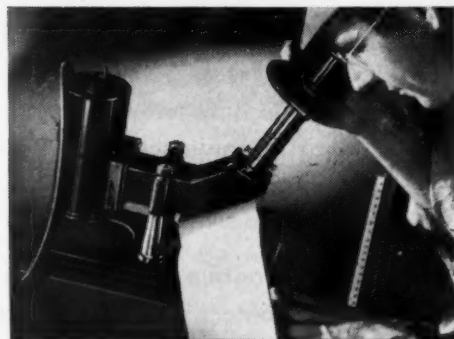
So regardless of your paper requirements — for long runs or short runs, for broadsides, magazines or house organs — look to Levelcoat for printability at its *best*.



**Cooked to a pulp!** Wood chips, cooked 10 hours in acid liquor, form laps of sulphite pulp. Added to this basic paper ingredient for 1950, are the exclusive LongLac sulphate fibers. Now Levelcoat has a new smoother printing surface, greater folding endurance, brilliant new whiteness that *lasts*.



**Hello, Levelcoat!** Precision-coated paper winds off paper machines turning out 500 tons a day. Only the highest grade white Georgia clays are used in the coating process; and with the new formula, 1950 Levelcoat provides even more uniform ink reception, brighter, sharper reproduction than ever before.



**An ounce of prevention!** Gloss meters measure surface contour and gloss of each lot of paper. There are many other checks, too — 79 in all — constituting the industry's most extensive quality control system. That's how it's *known* new Levelcoat gives the press performance and reproduction of *higher-priced paper*.

## Before choosing any printing paper — Look at Levelcoat

**New HIFECT\*** Made with strong sulphate-cooked fibers. Permanence, foldability, dimensional stability make Hifect ideal for covers or any fine letterpress printing.

**New LITHOFACT\*** For finest offset printing, Lithofect provides a moisture-and-pick-resistant coating with a strong base sheet. Renders colors without loss of density.

**New TRUFECT\*** Whiter, smoother, folds even better than before. Trufect, for letterpress, offers faster ink setting time, greater press dependability, finer reproduction.

**New MULTIFECT\*** An economy sheet for volume printing. Now, with the new LongLac fibers, Multifect has added strength, better foldability, greater uniformity.

## KIMBERLY-CLARK

CORPORATION

NEENAH, WISCONSIN



\*TRADEMARK

APRIL 15, 1950

123



ST. LOUIS

RICHMOND

**First station in the South to join the cable! \***

**Memphis WMCT**

**The "FIRST" station in the South to bring television's greatest shows from New York**

\* from the Atlantic to the Pacific, South of St. Louis and Richmond.

On March 1st of this year, WMCT joined the Cable . . . the first television station in the South to bring top shows direct and live from New York and Chicago to the Memphis market area.

There is a tremendous television interest in Memphis today, as reflected by the more than 25,000 sets now in use.

As the only television station in Memphis, WMCT has an audience in the Nation's twentieth largest wholesale market — an audience that represents the cream of this two billion market.

For program and spot availabilities, we suggest you contact your nearest Branham office, now.

**25,000**  
**SETS IN USE NOW**  
According to latest available distributor's sales figures.

**WMCT** television

**WMC • WMCB • WMCT**

WMCT now programs afternoon and night, daily. Complete facilities available for both program and spot sound-on-film production, live shows and kinescopes.

National Representatives

The Branham Company

Owned and operated by the Commercial Appeal

**CHANNEL 4 • MEMPHIS**  
**AFFILIATED WITH NBC**

Also affiliated with CBS, ABC, and Dumont

Héy-Gertie) may have lacked in knowledge of the watch business, he made up in enthusiasm and aggressiveness.

His first act was to throw out Johnson executives and nearly all the Johnson plans. His second was to pose as an expert in watchmaking and merchandising.

But almost before either of these, he had to move a stubborn inventory of 125,000 watches. The retail Fair Trade prices on them ranged from \$29.75 to \$135.

Ninety-five per cent of Waltham's sales volume had been through jewelry stores; only about 5% through department stores. But Hagerty proceeded to offer the whole lot of them through department stores, at an average price of \$13 each.

No single thing Waltham has ever done angered jewelers more.

#### Differing Stories

Versions of how it was done vary widely. Pro-Hagerty people told SM that he offered the whole lot to both jewelers and department stores simultaneously. But the fact is that the 125,000 watches were bought almost entirely by department stores in the big Associated Merchandising group. Filene's of Boston sold \$1,000,000 of them (retail price) and J. L. Hudson of Detroit, \$1,300,000. Bloomingdale's of New York City and others got into it too. Hagerty (who had also become an advertising expert) even helped Filene's write copy for smashing newspaper ads.

The immediate effect was to slash in half the value of Waltham stocks in the hands of some 5,000 jewelers — some of whom had been carrying Walthams for a half century or more. A lot of them had to dump their Walthams too.

But at least Hagerty had cleared the decks for action.

He was going to create a line of watches and an advertising campaign that would repel the Swiss invaders from our shores. If he waved the Red, White & Blue hard enough, even the jewelers could hardly remain disloyal. Neither could consumer Americans.

John Hagerty became a designer and namer of watches.

On the cover of a big blue and white broadside for jewelers the American Eagle sunk his talons into a globe, around which spanned the legend, "The All-American Watch." On every left-hand page the eagle and globe came back, above a picture of the Waltham plant and the announcement: "2,349 AMERICANS WORK HERE."





Spring on Fifth Avenue (Jan. 26—temperature 70.5)

## Straw hat day...in January!

by John Pelletreau, New York News

A horse—a big, beautiful, brown policeman's horse—cast envious eyes after me yesterday afternoon when I sauntered down Fifth Ave. wearing that January rarity, a straw hat. Everybody thought I was nuts.

If I hadn't taken my stroll after first getting a reading on The News Building thermometer, I would have thought my detractors were nuts. After all, THEY were walking down Fifth Ave. in January with coats over their arms, hats in their hands and shirts opened at the collar. On such a day what was wrong with a straw hat?

That's what a sadistic News editor figured, and that's why I made my appearance on the avenue shortly before 4 P.M., just in time to catch the reactions of early homeward-bound New Yorkers. The horse liked me, but the people had other ideas.

I donned my straw skimmer—and began my summer-in-winter walk at 42d St. and Fifth. I noted more double and triple takes than I'd ever seen in my life. Most of the astonished passersby steeled themselves, stood politely, passed on without comment.

Not so a middle-aged woman who carried a fur coat under her arm, however. "You ought to take that silly hat off," she said. "It happens to be January!"

I countered: "Lady, in that case, maybe you ought to put that nice warm coat on." She glared and walked away.

I then tipped my hat to two pretty sisters . . . Their first reaction was to look at each other with a do-you-see-it-too? look. Then, they grinned.

"Don't you think it's kind of early for a straw hat?" one asked sympathetically.

"Never mind," said the other, "It looks cute on you, anyway."



People rushed to bus windows, timid souls began to search for cops.

Honest, folks, you'd think they'd never seen a guy wearing a straw hat in January on Fifth Ave. before!

After an hour, I was beginning to feel that maybe I hadn't read the ads, or there was something my best friends weren't telling me. Then came horsie. Admiration glinted from her soulful brown eyes. SHE appreciated me!

Circulation now exceeds  
Daily . . . 2,200,000  
Sunday . . 4,300,000

The look on the face of the cop she was carrying, however, made me leave Fifth Ave. (From the Jan. 27, 1950 issue of The News.)

THE unseasonably warm winter in New York had been commented on, individually, collectively, and editorially . . . until all comment was stereotyped. But a News reporter found a thousandth-and-second version—by making, living, wearing and picturing the story.

The News is accustomed to putting a Straw-Hat-in-January touch on any story, any month, making the obvious odd and the usual unique . . . In consequence, seven out of ten families in New York City and more than half the suburban families are accustomed to reading The News, every page, every issue, year after year. Such a custom makes such a newspaper, in such a market, a nonesuch medium!

There are always customers in New York for anything saleable. And The News can carry your message to most of them!



## THERE'RE MANY GOOD REASONS

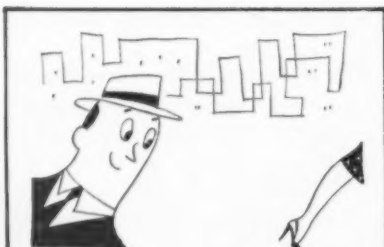
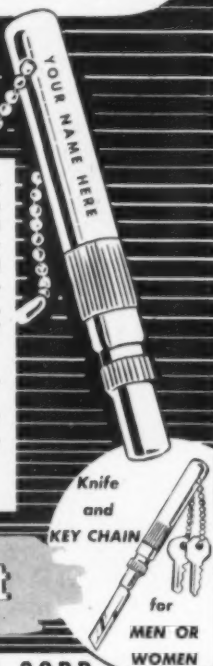
Why your name, your trademark, your sales story on the smart, useful "Princess" knife and key chain combination will help your selling program. It is another tested, proven, successful item by King Kut.

Carries 3 lines of imprint.

Contact your jobber or write for catalog of complete King Kut Line.

THE King Kut LINE

UNSIINGER-AP CORP.  
Dept. 45M • Toledo, Ohio



If you have **YOUNG** ideas... Read

**COSMOPOLITAN**

If you're selling people with **YOUNG** ideas...

**BUY COSMOPOLITAN**  
America's Most Exciting Magazine

## POINT OF SALE ADVERTISING

Colorful - Self Adhesive - Cellophane, processed in Rolls. Easy to buy - Easy to apply - used for Packaging - Point of Sale Advertising - Dealer Instructions - Distributor literature imprints.

**TOPFLIGHT TAPE CO. YORK, PA.**

The brochure previewed "four smashing ads" that were to appear in "newspapers in key cities coast to coast," delivering "94,440,528 reader impacts with the message that WALTHAM starts its second century of progress with an unsurpassed line of American watches—styled right, priced right."

Introduced for Memorial Day would be a "national defense series"—fittingly named Arvet, Navet, Marvet and Airvet.

For Independence Day would come the "Liberty" series: "The Legislator," "The Judiciary," "The Civil Servant," and "The Municipal Servant"... On Labor Day Waltham would "salute the workers of America" with "The Mechanic," "The Builder," "The Journeyman," and "The Foreman."

And for some of the ladies, in October, Waltham was to introduce "The Southern Belle."

Nothing was said about it in the brochure, but it was assumed that watches for northern, western and eastern belles were in the making.

Some of these ads actually ran—but on a more limited scale than the broadside proclaimed. *SM* was told that the entire expenditure for the series was about \$75,000.

The brochure reproduced letters from Governor Dever of Massachusetts, Hagerty, and Teviah Sachs, a former Gruen executive who had become sales and advertising manager and then v.p. of Waltham.

### Jewelers Protected

Without mentioning last spring's dumping through department stores, Sachs said that "the entire Waltham line is merchandised at FIXED PRICES as provided by applicable Fair Trade Laws." Waltham told jewelers it would "guard your position" to the legal limit.

Meanwhile, Hagerty was making progress reports. Last June he noted that the company's production and cash position were improving. By September 26, Waltham sounded so healthy that Judge Sweeney permitted the trustees to return it to its directors. The grateful directors named Hagerty president and general manager.

Before that time, however, it was decided that patriotism had gone far enough. The trustees changed advertising agencies, appointing Hirshon-Garfield's Boston office.

The newest solution to Waltham's problems was a radio giveaway show, "Share the Wealth," which the company sponsored on 22 ABC stations for 25 minutes each Monday night from October 17 to January 6.

This was a large item in the \$100,000 approved for fall advertising and promotion. But Hirshon-Garfield bought closely. ABC gave two stations as bonuses and carried the show sustaining on 250 more. The agency even got the network to force its stations to waive normal cut-in charges for local announcements.

The cut-ins included local jeweler identification in a birthday contest promoted on the show. Some 12,000,000 Americans have birthdays every month, and a lot of them could use a watch.

The contest is said to have brought "30,000 consumer entries and letters of praise from 800 Waltham retailers whose stores became contest headquarters." Waltham salesmen reported that the program and contest "broke down long-standing dealer resistance."

Hagerty was pleased too. He announced on November 23 that "Waltham watch sales in the pre-holiday period are meeting expectations."

Then came a brochure to tell the jewelers, in baseball jargon, about "the advertising pitch for 1950"—the Centennial watch campaign...

But Waltham's difficulties, if anything, had become worse than ever.

On February 3, the RFC took over.

What goes from here may have been decided by the time this report is published.

A year ago Hamilton was reported as willing to buy Waltham. Currently Bulova and Benrus are said to be "interested" in it. On April 3 the trustees were considering an offer from one Frederic Dumaine...

Any group seeking to revive Waltham probably would have to show at least \$9,000,000: \$4,000,000 to repay the RFC and \$5,000,000 more—including \$2,000,000 for new machinery—to get it rolling again.

Other reports say that Waltham has received offers up to \$2,500,000 for the 225,000 Centennial and other watches still unsold. That would average about \$10 each. Obviously, one way to boost Waltham's present \$100,000 "cash" figure would be to move—fast—the \$2,200,000 in "finished goods."

But if these were dumped on the market...

Perhaps the final killer of Waltham is yet to come. But looking back through 100 years it would seem that a lot of men and a lot of groups contrived to prepare the company for him.

But at the end, one still must pay tribute to the strange vitality of Aaron Dennison's idea—which withstood so much from so many for so long.



## Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

### NEW REPRINTS

209—Our Salesmen Can Design Tools, But They Sell Profits, Not Machines. (Price 10c)

208—Trouble Spots in Sales: How We Localize and Cure Them, by Sumner J. Robinson. (Price 25c)

207—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

206—A Primer For Contest Sponsors. (Price 5c)

205—When You're on the Blacklist Because You've Botched a Sale, by Harry G. Swift. (Price 10c)

204—Ten Major Reasons Why Salesmen Fail, by Burton Bigelow. (Price 10c)

203—What's Your 1950 Sales And Merchandising Batting Average? by Robert Haydon Jones and Richard S. Winship. (Price 10c)

202—What 2,000 Industrial Buyers Told Us About How They Purchase. (Price 5c)

201—What Do Purchasing Agents Want From Salesmen? by Charles E. Colvin, Jr. (Price 10c)

### MANPOWER PROBLEMS

200—No More Company-Owned Cars For Sterling's 600 Salesmen, by A. B. Ecke. (Price 10c)

199—Ten Lessons in Speech Training For Executives and Salesmen, by Dr. James F. Bender. (Price 35c)

198—Sales Force Teamwork: How Can You Inspire It? by Eugene B. Mapel. (Price 5c)

197—Death of Many Salesmen by James S. Arnold. (Price 10c)

196—The Shortage of Key Men: What Can We Do About It? by Marvin Bower. (Price 25c)

193—Can We Save the Salesman Who Thinks He's Down and Out? by Harry G. Swift. (Price 10c)

189—Hunch & Prejudice in Hiring: The Crux of Manpower Failures, by Robert N. McMurry. (Price 10c)

188—Ten Essentials for Sound Sales Training, by Sidney Carter. (Price 25c)

186—Twenty Traits That Make Star Salesmen, by Jack Lacy. (Price 5c)

184—How to Compute Salesmen's Auto Allowances, by R. E. Runzheimer. (Price 25c)

181—Leadership: What Makes It? by Dr. James F. Bender. (Price 25c)

175—Unionization of Salesmen: What conditions breed it? What happens after it's a reality? (Price 75c)

172—Are Your Salesmen Equipped to Prove Quality? by Burton Bigelow. (Price 10c)

170—How To Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 65c)

154—Ideas for Solving Your Biggest Post-War Problem: The Training of a Hard-Hitting Sales Force. (A portfolio of 12 articles.) (Price 75c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard D. Crisp. (Price 25c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 75c)

131—Hiring Will Be Easier — If You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 10c)



**Sure — Seeing is believing!** But there's a simpler way. Use View-Master three dimension pictures to solve your difficult selling, sampling, demonstration problems. These amazing stereoscopic Kodachrome photographs enable you to show your products, services, installations, and manufacturing operations in true color and depth with dramatic "come to life" realism. View-Masters are proven "door openers", "attention holders", "sales clinchers". They require no darkroom or electric-

ity. Compact, easy to carry. Stereoscope and ten Reels weigh less than 9 oz. Each View-Master Reel holds seven different pictures in planned selling sequence. View-Master three dimension picture Reels are inexpensive to produce—effective to use. See for yourself!

## VIEW-MASTER

Stereoscopic Selling Pictures

HAVE YOUR SECRETARY

MAIL THIS COUPON TODAY



SAWYER'S INC., Commercial Sales Dept.  
3543 N. Kenton Ave., Chicago 41, Illinois

Without obligation, please furnish complete information about View-Master three dimension pictures for commercial use.

Company Name \_\_\_\_\_ Address \_\_\_\_\_

City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

By \_\_\_\_\_ Position \_\_\_\_\_





**DISPLAY SELLS IT:** When McLellan introduced heather at \$1 a box, the company provided in-the-mood display pieces, urged dealers to place the stock in heavy-traffic spots to develop impulse sales.

**Based on an interview with  
W. G. McLELLAN  
President, E. W. McLellan Co.\***

## Pre-Packaged Flowers Win Big Stores for McLellan

This San Francisco grower believed there existed a mass market for flowers provided he could win display in heavy-traffic outlets. Tests proved promising. Low prices, smart packaging, and good promotion, are all part of the story.

"If thou hast two loaves," sang a Greek poet, "go sell one and buy therewith the flowers of the narcissus, for thy soul's sake."

For a long time the people of the E. W. McLellan Co., who grow and ship flowers in large quantities all over the world, have believed there were any number of ordinary folk who couldn't afford, or might not even want, ten-dollar-a-dozen hothouse blooms, yet were hungry for flowers to grace their everyday lives.

\* San Francisco.

As W. G. McLellan, the company's president, puts it: "There is a market for flowers every day, wherever there are people, whenever there is an occasion . . . and when isn't there an occasion in someone's life?"

Flowers mean something to nearly everyone. But if there is a volume market waiting, there are also two tight bottlenecks: (1) high price, or the fear of high price; (2) extremely limited traffic through traditional flower outlets, traffic comprised almost entirely of people who are pre-sold.

Obviously, if you would sell the

masses you must offer your wares where the masses congregate. Yet how to solve the obstacles to having flowers handled by, say, a large-traffic retailer such as a department store? And handled, not as a luxury item but at a price to make it available to millions?

Wake McLellan, who in 1939 was dubbed by *Collier's* "the gardenia king of the world," worked for a long time with his staff on the problem facing the flower industry: "More goods for more people at less money." War slowed down a number of tentative plans, but three years ago Mr. McLellan was ready to try out a flower package designed to show department store merchandising men that it is no more complicated to handle and promote cut flowers than any other of their multitudinous wares.

It was a package deal in more ways than one. The flowers were pre-packaged and so was the merch-

## Furniture Manufacturers Agree On Best Method Of Upholstering Profits

by Eva Evans

During 1949 leading manufacturers proved that America's front parlor is the best place for upholstering furniture profits. That's why more furniture manufacturers (98 in all) advertised their products in the magazine that reaches America's best-dressed front parlors—the magazine that tells more than 560,000 enthusiastic families per month how they can better their homes . . . better their living. That magazine is *House Beautiful*, and its unique influence on the minds of its subscribers constitutes a matchless selling force for manufacturers of fine home furnishings.

Furniture manufacturers awarded more pages of advertising to *House Beautiful* during 1949 than to any other national consumer magazine—a total of 173.11 pages. And in seven other classifications, *House Beautiful* also led all other national media.

Rug and carpet manufacturers had 64.86 pages of advertising in 1949 issues of *House Beautiful*. Manufacturers of china, glassware, and pottery took 62.03 pages. Silverware and metalware products accounted for a record 60.19 pages.

In addition, *House Beautiful* carried 52.46 pages of curtain, drapery, and upholstery fabric advertising—54.63 pages of bedding and linen advertising—20.38 pages of wall covering advertising—and 18.23 pages of miscellaneous home furnishings.

Moral: If you have a quality home product that would look better if its profits were comfortably-upholstered, your best advertising buy is a page in *House Beautiful*.

### Do They Mention Your Name in Sheboygan?

They do if they see it in *House Beautiful*! Sheboygan isn't a big city (population of 40,638) but it boasts 160 long-time *House Beautiful* families. And you can bet they're *the* 160 families you'd call on first if you were selling your product from door-to-door in Sheboygan! Because, in every city we've studied, *House Beautiful* subscriptions seem to coincide almost always with peak spendable incomes within that city.

So, while circulation of 957 in Flint, Michigan . . . 616 in Santa Barbara, California . . . 733 in Youngstown . . . and 1197 in Austin, Texas may sound like just a slice of the market, it's smart to remember that it's the *richest* slice and *House Beautiful* has to offer. And once a manufacturer gets a taste of it, he's a *House Beautiful* advertiser for life!



## How to get sales off your chest\*

Top-drawer sales are quickly opened when you advertise in *HOUSE BEAUTIFUL* . . . because its 560,000 subscribers (50,000 retailers among them) are the most home-minded audience in the country! That's why furniture advertisers, like most of America's finest home furnishings manufacturers, year after year use more pages in *HOUSE BEAUTIFUL* than in any other magazine!

**\*House Beautiful**  
sells both sides of the counter

*Anyone Can  
Be a Salesman  
with a . . .*



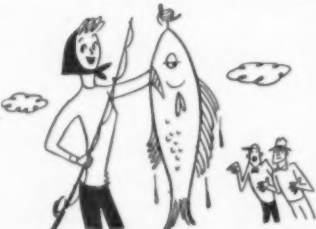
**DISPLAYMASTER**  
the Ring Binder that  
**STANDS, SITS  
or LIES FLAT**

—to get your prospect's attention

At a flip of the fingers, it becomes a hard-hitting sales tool. Displaymaster props up at a 30° angle when prospect is standing, 60° when prospect is sitting. This better vision means better presentations. Sets up and takes down in a flash; no fussing with gadgets.

**SEND FOR FREE  
FOLDER**

**Sales Tools, Inc.**  
1222 West Madison St.  
(Dept. SM)  
CHICAGO 7, ILL.



If you have **YOUNG**  
ideas . . . Read  
**COSMOPOLITAN**

If you're selling people  
with **YOUNG** ideas . . .  
**BUY COSMOPOLITAN**  
America's Most Exciting Magazine

dising plan that went with it. The first package contained heather and was introduced to department stores in the fall of 1947.

Called "Plaid-Pak," the package is both a shipping container and a box designed for consumer sale. It measures 20" long x 6" wide x 1½" deep. Brightly printed with an all-over plaid design, it is open-faced, with a cellophane window showing to advantage the fully-developed sprays of a particularly hardy and long-lasting Scotch heather called "Ragermimans." This species blooms between November and the end of December and has a ready market for the Thanksgiving-through-Christmas holiday period.

Printed on the back of the Plaid-

if they were brought to their attention, a few boxes were put on sale, with full instructions, to show what could be done. The Plaid-Pak box was priced at \$1. Stores were advised to build a large display in a heavy-traffic, center aisle. They were supplied (at cost) with display pieces for making heather arrangements. One of these was a figure of a Scot in kilties; another a Scottish lassie with a plaid and blond wood pedestal for a bowl of heather and the caption, "Beautiful 'N Thrifty" . . . "Scotch Heather, \$1." To get maximum results it was suggested that the Plaid-Pak be well advertised in advance.

A sufficient number of department stores liked the idea enough to experiment with it. Results were not



**PACKAGE WITH SALES PUNCH:** The window box used for McLellan heather was developed in the authentic MacDonald plaid. On the back of the box are several paragraphs "About Your Heather;" inside is a folder "Romance of Heather." The same packaging principle is being applied to other fresh flowers.

Pak box are several paragraphs "About Your Heather." Inside is a folder, "Romance of Heather," which tells its history, hardihood, and uses in the home, for corsages, buttonholes, and gifts. The box is designed to keep the sprays fresh and to be its own salesman. The tartan, pattern buyers are told, is authentic—MacDonald (green and white plaid).

To merchandise pre-packaged flowers, McLellan created a special department. Direct mail was used to tell merchandising managers and department store buyers throughout the country that "The packaging of fresh flowers has introduced a new . . . exciting . . . merchandising program which can mean big profits for your store."

The idea was so new that the company anticipated caution. To test the theory that people in large numbers would buy fresh, pre-packaged flowers

startling at first, but they built up. Customers came back. Repeat demand encouraged stores. Before long, pioneer retailers realized that they had something and began to get behind it. Results from the successful stores were used to show other stores what could be done. By the fall of 1948, McLellan had orders coming in a month to six weeks before the season started. Significantly, these orders were not only from those who had experimented with the pre-packaged flower promotion the previous year, but many more in various parts of the country to whom the word had been passed.

A few months prior to the Ragermiman Heather season the company sent direct-mail reminders that Plaid-Pak would be available again, not only to those who had responded the previous year, but to a selected list of new stores or to those retailers who



TELL AND **SELL IT**

**TO MAIN STREET**

48 cities in 48 states, of the type listed below, with a total population of 1,421,400 consume 4,321,000 pairs of shoes annually worth \$24 million at retail. Recorder circulation in these cities is typical of Recorder Main Street circulation nationally.

**RECORDER SUBSCRIPTIONS**

EFFECTIVE BUYING INCOME IN THOUSANDS	CITY, STATE	POPULATION	SHOE STORES	DEPT. STORES
\$ 66,023	Gadsden, Ala.	58,600	12	1
86,951	Tucson, Ariz.	49,800	7	3
19,648	Jonesboro, Ark.	18,200	3	1
65,202	Bakersfeld, Calif.	32,800	15	2
114,375	Pueblo, Colo.	75,000	2	4
44,468	Norwich, Conn.	35,500	3	2
232,263	Wilmington, Del.	127,500	17	3
46,480	Daytona Beach, Fla.	30,000	11	1
33,277	Athens, Ga.	27,600	6	1
26,466	Twin Falls, Idaho	16,200	4	2
78,795	Elgin, Ill.	45,000	7	3
58,425	Lafayette, Ind.	37,500	6	1
59,663	Clinton, Iowa	32,200	6	1
24,726	Emporia, Kansas	14,600	2	1
13,908	Danville, Ky.	9,000	1	1
11,558	Opelousas, La.	15,100	2	1
28,688	Augusta, Maine	22,500	3	1
57,854	Hagerstown, Md.	39,400	5	2
33,037	Gloucester, Mass.	25,200	3	1
21,938	Traverse City, Mich.	19,800	6	1
25,147	Hibbing, Minn.	19,600	2	1
19,455	Columbus, Miss.	18,000	2	1
19,426	Carthage, Mo.	15,200	1	1
15,415	Havre, Montana	10,500	1	1
42,270	Grand Island, Nebr.	25,100	7	1
75,028	Reno, Nev.	34,000	8	1
20,836	Keene, N. H.	15,000	6	1
32,528	Long Branch, N. J.	26,300	3	1
144,416	Albuquerque, N. M.	69,800	8	1
65,768	Watertown, N. Y.	36,500	10	1
22,033	Hickory, N. C.	11,500	4	1
90,132	Fargo, N. D.	38,500	6	2
41,526	Ashtabula, Ohio	30,400	3	1
15,685	Stillwater, Okla.	15,600	1	1
26,110	Medford, Oregon	17,500	6	1
97,781	McKeesport, Pa.	62,700	10	1
74,935	Woonsocket, R. I.	55,600	8	1
6,821	Conway, S. C.	8,000	3	0
41,814	Aberdeen, S. D.	21,600	8	1
24,382	Kingsport, Tenn.	19,600	3	2
28,835	Denison, Texas	20,700	3	1
22,062	Logan, Utah	16,000	2	1
34,373	Rutland, Vt.	18,600	2	1
40,660	Danville, Va.	38,000	5	1
35,490	Aberdeen, Wash.	20,600	1	1
14,191	Elkins, West Va.	10,000	3	0
17,960	Marinette, Wisc.	16,900	2	1
20,442	Sheridan, Wyo.	14,600	4	1
\$2,194,536		1,421,400	241	61



**TRAVERSE CITY, MICH.**

POPULATION 19,800

EFFECTIVE BUYING INCOME \$21,938,000

RECORDER RETAIL SUBSCRIBERS 7\*

**... TO REALIZE  
YOUR FULL  
VOLUME POTENTIAL**

In 30 top Metropolises, Boot and Shoe Recorder circulation galleys show over 3 thousand retail Shoe Store and Department Store Subscribers . . . certainly a remarkable penetration. But we're equally proud of Recorder blanket coverage of the smaller cities and villages, the "Main Street" trading areas. "Main Street" or "Main Line" Recorder Subscribers are responsible for 85% of all shoe sales made in America.

In the 48 "Main Street" cities listed at the left, 241 Retail Shoe Stores and 61 Department Stores, most of them enjoying a volume of better than \$½ million annually are paid subscribers to Boot and Shoe Recorder . . . and there are literally hundreds more cities exactly like them, with an equally impressive Recorder Shoe Readership\*, the penetration of which is vital to national distribution and requisite to the realization of your volume potential.

\*23 trained Field Representatives travel the length and breadth of U.S. maintaining a constant personal contact with the Recorder's 20,712 (Net Paid ABC Audited) Subscribers.

SOURCE: SALES MANAGEMENT'S SURVEY OF BUYING POWER

**BOOT and SHOE  
Recorder**

A CHILTON PUBLICATION  
100 EAST 42ND STREET • NEW YORK 17, NEW YORK  
BOSTON • PHILADELPHIA • CHICAGO • ST. LOUIS • LOS ANGELES

**The genial, friendly host  
in the HEART of  
Cleveland**



Whether you come  
by train, plane or  
motor... for business  
or pleasure... you'll  
like the convenience of  
comfortable, friendly  
Hotel Cleveland. Only a  
few steps by covered  
passage from Union Terminal  
trains and garage. Close  
to theatres, sporting events,  
stores, office buildings. Quiet,  
sleep-inviting rooms...  
spirited, colorful new decora-  
tions... attentive service  
and sincerely warm  
hospitality will greet you.

*All rooms with radio...  
many with television.  
Singles from \$4.50,  
doubles from \$6*



**HOTEL CLEVELAND**  
Cleveland, Ohio

had "waited to see." Those who did not answer yes or no were contacted the second year by long distance telephone. "Results," Mr. McLellan reports, "were much larger than we had hoped or anticipated." The biggest sales, of course, were in regions where fresh flowers were scarce from November 1 to January 6—the Plaid-Pak season, with sales in the East, North, and Middle West very good.

Stores varied in their choice of the departments in which to promote Plaid-Pak. The majority handled it through the gift wares department and sometimes through the stationery department. Other stores tied it up with garden departments, home furnishings, interior decoration.

The next pre-packaged flower McLellan introduced to department stores was its major specialty, the gardenia. Wake McLellan and his brothers produce from their 50,000 gardenia plants, approximately five million single gardenias a year. With this prodigious production they need plenty of outlets. Some years ago, for their established trade, they developed the "Tailored Gardenia," which is the flower with stapled-on-leaf collar and wired stem wrapped with waterproof tape ready to be worked into corsages or floral pieces. Then they developed the packaged gardenia for florist and other outlets. Each flower rests, firmly secured, in a cardboard tray and is cellophane-sealed so that the petals, which bruise and turn brown at the lightest touch, do not come in contact with the package. They offer the "fully tailored" Gift-Pak gardenia; the plain Tailored Gardenia, and the Semi-Tailored Gardenia. The last two are offered for promotional items and give-aways only. They are used by business firms, hotels, markets, conventions and a wide variety of organizations and stores staging anniversaries and special events.

As companions and successors (in season) to the Plaid-Pak, McLellan devised an all-purpose package which can be adapted to a series of floral offerings for home decoration. Colored burgundy and chartreuse, this is a cellophane-window-type box with a contents-identification strap across. Like the heather package, it keeps the contents fresh and secure and displays them. Last spring it was tried out with sprays of acacia blossoms. The company expects to adapt it to five or six different seasonal items throughout the year as time goes on.

One thing the company discovered after trying out its various packages: If you want to sell pre-package flowers for volume consumption, it is

wise to price the package as low as possible—a dollar or lower.

Each of the flower paks goes to the dealer with a selling plan and complete instructions for ordering, handling, storage and display. In some cases newspaper mats are supplied. Display aids are available at cost, together with instructions for use, and suggested copy for radio spots and newspaper advertising is provided. In the case of the heather, an educational piece titled "Facts about Heather" is

"The fears that advertisers most effectively capitalize—even when they are directing their appeal at grown men and women—are adolescent fears: fears that have to do with being 'different,' with failing to meet rigid standards of group conformity, with being left out, with not making a good appearance, with being criticized by other people. Similarly, their prestige-appeals are largely on the adolescent level: The individual is invited to see himself, not as maturely equal with others, but as the focus of attention and envy."

**"The Mature Mind"**  
by H. A. Overstreet

sent to store merchandise managers and buyers to help them coach their salespeople in handling the product.

Dealers are provided with facts on lasting time of the packaged flowers under varying conditions. For instance, heather will maintain "high saleability for at least a week" if kept in a cool, dry place. Dealers are reminded to order for three deliveries a week. This enables them to offer strictly fresh flowers. The Plaid Pak comes 33 packages to the carton, and the minimum shipment to any one dealer is 99 packages or three cartons.

"Gardenias," dealers are told, "will remain in perfect condition from 36 to 46 hours at 65° Fahrenheit. If refrigeration is available, they will keep from 5 to 6 days in a temperature of 36° to 45°F. Many stores find that a spot in the fur storage vault is

ideal for storing if not below freezing."

One point on which dealers had to be sold was that no special handling would be necessary in merchandising pre-packaged flowers the McLellan way, "no refrigeration or florist's equipment, no messing with water," and they were told that spoilage need not be feared if ordering and handling instructions were followed.

The suggested sales plan has four main points:

1. Item is handled as a main floor special in two or three locations on the main traffic aisles.
2. Item is afforded proper display: "Set up several attractive arrangements—display at least 100 packages."
3. Sales personnel sell packaged flowers exclusively and show an interest and aggressiveness in their promotion.
4. Item is advertised.

### Maintain Fresh Merchandise

With these suggestions followed, the company stresses, most successful sales have resulted. "A minimum initial shipment is recommended to ascertain your requirements," store buyers are told, "then a regular Monday, Wednesday, Friday arrival schedule is recommended to maintain fresh merchandise."

For the first time last spring the company sent its floral artist, Webb Allen on tour to visit stores that do a good job on pre-packaged flowers. Mr. Allen talked before hundreds of people in department store auditoriums, before tea room groups and other audiences brought into the stores, telling about pre-packaged flowers and giving what amounted to a one-hour course in flower arrangement. This service may be extended.

Volume marketing of flowers nationwide from a pre-packaging headquarters in San Francisco is emerging from experimental stages, Mr. McLellan believes. Department stores and their customers alike are responding with more and more enthusiasm as each new package is introduced and repeat sales are cumulative. With from three to five new "pre-paks" in the idea stages, it may be that McLellan may soon be keeping its newly developed outlets supplied with different varieties the year 'round. Millions of people who rarely had flowers in their homes or flowers in their lives except at a wedding or a funeral, will learn—as tens of thousands have learned already as a result of McLellan promotions—to afford flowers as a matter-of-course to grace everyday living.

## In a jam over closing dates?



You can make all of your deadlines in plenty of time when you rely on the speed of Air Express. Use it to ship electros, printed matter, artwork, mats. You net yourself extra days, and can take the time to turn out better jobs.

Air Express is the *world's fastest* shipping service. Overnight coast-to-coast shipments are routine. And it's more convenient, because Air Express is door to door with 24-hour special pick-up and delivery at all airport cities. Rates are low: 20 lbs. goes 1200 miles for \$7.37, 4 lbs. for only \$1.87.

### Only Air Express gives you all these advantages

**World's fastest** shipping service.

**Special door-to-door service** at no extra cost.

**One-carrier responsibility** all the way.

**1150 cities** served direct by air; air-rail to 18,000 off-airline offices.

**Experienced Air Express** has handled over 25 million shipments.

Because of these advantages, regular use of Air Express pays. It's your best air shipping buy. For fastest shipping action, phone Air Express Division, Railway Express Agency. (Many low commodity rates in effect. Investigate.)



Rates include pick-up and delivery door to door in all principal towns and cities

A service of  
Railway Express Agency and the  
**SCHEDULED AIRLINES of the U.S.**







ENTRANTS in the 1950 Spring Art Exhibit for Cunningham & Walsh, Inc., exchange tips on techniques. (Left to right) John P. Cunningham, executive vice-president, Frank Becerra and Frank Mathisen compete in agency's talent-encouraging program. Show included 67 paintings, handicrafts.

## Media and Agency News

### The Cleveland Press Tapes City's Grocery Trends

Is Cleveland consuming more—or less—butter, soap, or coffee than a year ago? Are Cleveland shoppers patronizing established retail food chains less today and favoring newer outlets than last year? Which brands—national, regional, local—are gaining, which losing, in this market?

Answers to these and related questions are reported in the second published report of Cleveland Consumer Panel information, covering the 12 months ending with September, 1949, which is now being distributed by *The Cleveland Press*. The first report, published a year ago, covered the 12 months ending September, 1948. Together, they provide an uninterrupted monthly report of all important brands of 26 basic grocery classifications for a full two year period.

The Cleveland Panel was conceived in wartime and born three years ago, in February, 1947. The full panel of 500 net families began day-to-day reporting in monthly diaries in August of the same year. Information was accumulated for publication beginning in October.

The panel of 500 net homes and

more than 100 spares for possible replacements covers all sections of Cuyaga County and measures the buying of all of the compact Cleveland Metropolitan District except for a few municipalities in neighboring Lake County. Families were selected on a quota basis because of the impossibility of obtaining a true random sample for continuous monthly reporting. Five basic stratifying factors were used in establishing the quotas: Geographic location; type of home; family size; race or nationality of family head; economic level based on rental values.

The 104-page report shows the quantity of each brand bought each month during the 12-month period. The first page of each classification shows monthly trends over a two-year period and the trend picture of "Where Bought" for each classification. With the two full 12-month periods reported, apparent seasonal trends begin to show up. Previously it was difficult to determine whether sales figures were high in a particular month for seasonal reasons or because the month had five week-ends in it. (More than 60% of Cleveland's groceries, it is shown, are bought on Fridays and Saturdays.)

With very few exceptions, the com-

bined totals of the three corporate chains—A & P, Fisher's and Kroger's—have dropped on a "percent of field" basis. This is no less true on the strong chain items of coffee and all-purpose flour than it is on soaps and cleaners which have virtually no private brands in Cleveland. The drop is even more marked in the strong local Fisher Brothers chain which habitually accounts for around one-third of Cleveland's total volume and half of its chain volume.

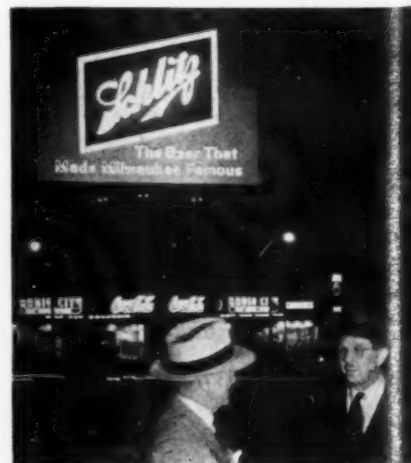
### Chains Challenged

Until little more than a year ago, the only concerted competition the three leading corporate chains received in Cleveland was from the local Pick-N-Pay super markets. Now the chains are also belligerently confronted by two very active voluntary super market chains; Foodtown and Bi-Rite. Unfortunately the Cleveland Panel does not record the growth of these groups, because they are not yet listed in the diaries. It is obvious, however, that they have been growing at the expense of both corporate chains and the single store independents.

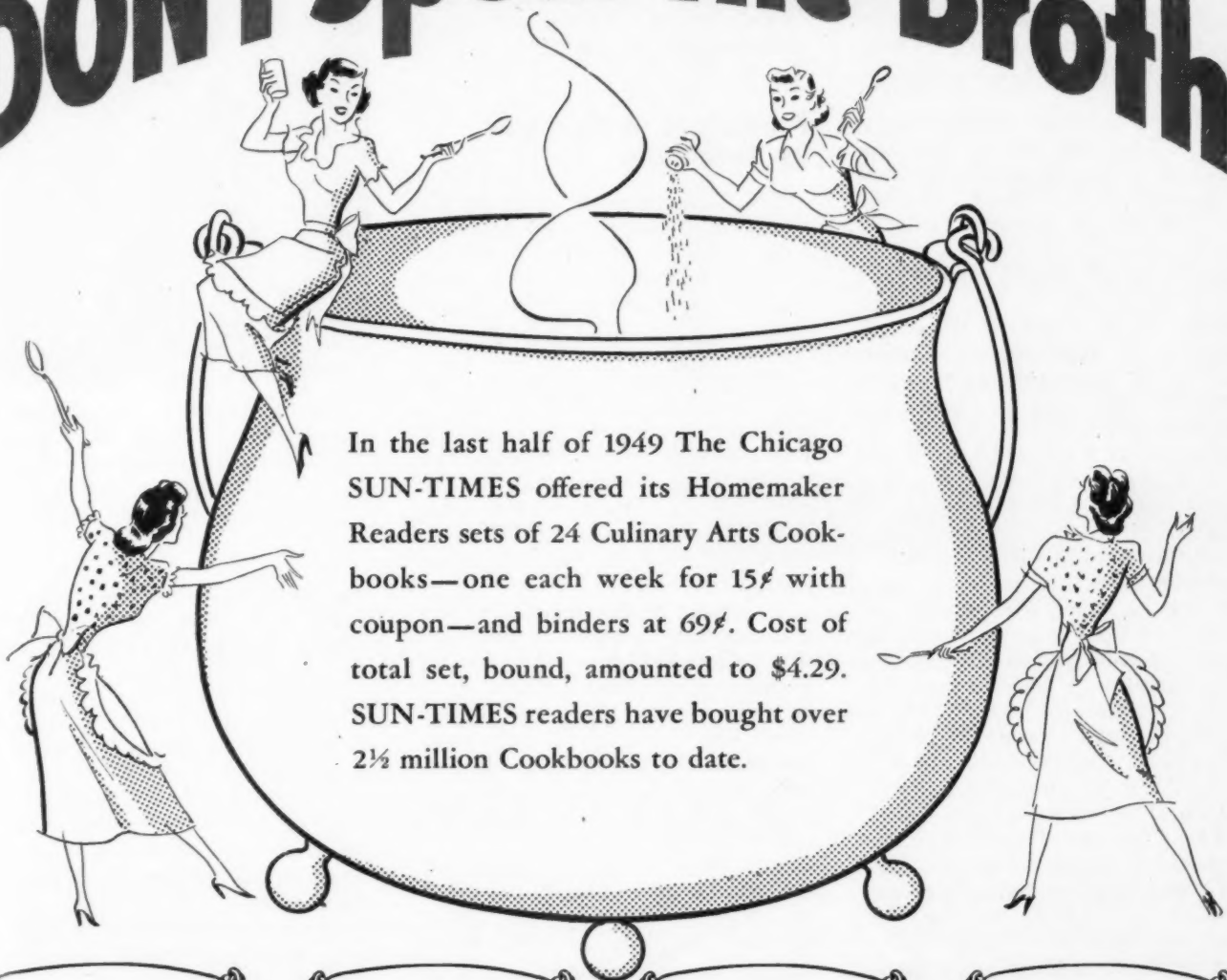
Comparative percentages for the 12-month periods are shown as follows: In 1948: Fisher, 31.1%; A & P, 25.3%; Kroger, 9.1%; all others, 34.5%. In 1949: Fisher, 28.3%; A & P, 26.1%; Kroger, 7.9%; all others, 37.7%.

As an example of what is discovered in the report, trends in the purchase of all-purpose flour appear to continue downward. Nine of the 12 months in the recent period are below the previous year, one is the same, two above. Average monthly purchases dropped from 2,766 pounds to 2,655 pounds for the 500 Panel fam-

NO SUNSET on Sunset and Vine, Los Angeles, now with new display by Foster and Kleiser Co. for Schlitz Brewing Co.



# 2½ MILLION COOKBOOKS DON'T Spoil the Broth



In the last half of 1949 The Chicago SUN-TIMES offered its Homemaker Readers sets of 24 Culinary Arts Cookbooks—one each week for 15¢ with coupon—and binders at 69¢. Cost of total set, bound, amounted to \$4.29. SUN-TIMES readers have bought over 2½ million Cookbooks to date.

**TOTAL CIRCULATION**  
**629,179\***  
Average Net Paid Daily  
\*ABC Publishers' Statement 9-30-49

**86%**  
of SUN-TIMES women readers read the informative Thursday Food Section.

**42%**  
of SUN-TIMES readers are in the 18-34 age group — where family food needs are greater, sales are larger.

**91.5%**  
of SUN-TIMES circulation is concentrated where Chicago's important food outlets are located.

**Chicago's 2nd-Largest Newspaper**  
**MOVES THE GOODS!**

CHICAGO  
**SUN TIMES**  
THE PICTURE NEWSPAPER

ilies. Both Gold Medal and Pillsbury maintained the previous year's business, but the strongest sectional brand, Sapphire, dropped almost 100 pounds in its monthly average. Percentages of these three leaders for the 12-month period were Gold Medal, 44.8%; Sapphire, 18.3%; Pillsbury's, 18.0%. Net families buying dropped only slightly, from 241 to 239, indicating that any losses are due more to reduced buying by flour users rather than less families buying flour.

Another example: Coffee volume for the 12 months ending last September is up slightly over the previous 12 months, with a monthly average of 1,756 pounds compared to 1,685 pounds. Net families buying coffee remained almost the same. The four important national brands, Maxwell House, Hills Brothers, Chase & Sanborn, and Beech-Nut are in third, fifth, ninth and tenth positions, respectively. Five chain brands and one sectional brand are also among the first 10. A & P's 8 O'Clock is first with 17.3%, Fisher's Four Roses is second with 11.2%, followed by Maxwell House, 9.0%, sectional Don De, 8.5%, and Hills Brothers, 6.2%.

Instant coffee showed larger gains than regular coffee, with average net families up from 86 to 91 and ounces bought up from 741 to 892. Nescafe even increased its previous outstanding lead by growing from 72.3% to 76.9%. Borden's is second with 7.8%, followed by Chase & Sanborn, 4.3%, Sanka, 2.9%, Maxwell House, 2.7%, and G. Washington, 2.5%.

*The Cleveland Press*, which has sponsored 11 Home Inventories since 1932, also publishes annually an Analysis of Ohio Liquor Sales, an Analysis of New Car Sales, and a Grocery Products Distribution Study.

Similar Scripps-Howard Consumer Panels, started prior to *The Cleveland Press* Panel are still in opera-

tion in Memphis and Knoxville, Tenn.

Copies of the Cleveland Consumer Panel or information for individual classifications may be obtained from any Scripps-Howard sales office or from the General Advertising Department of *The Cleveland Press*. Up-to-date information on single classifications is available from *The Cleveland Press* within one month after the close of each month.

### Promotion, With Color By Pathfinder

The importance of color in the merchandising and sale of consumer goods is the basis of a store-identifying and sales-stimulating promotion plan sponsored by *Pathfinder News Magazine*.

To date upwards of 100 leading retailers have signed as co-sponsors and participants in a demonstration at their stores during the pre-Memorial Day week of May 22-29. Cooperating stores include such concerns as The Hecht Co., Washington, D. C.; Lit Brothers, Philadelphia; Thalhimers, Richmond; the C. C. Anderson group.

In support of the national promotion, the May 17 issue of *Pathfinder* will feature an eight-page editorial section entitled "What's Your Favorite Color?" Four pages are in full color. The article describes the color system developed by Faber Birren, authority on color and its reaction on people, and consultant to manufacturers. It discusses Birren's application of "magic in color" to people and their home surroundings. Included are various "color-in-action" hints that any large-city or Main Street retailer can apply, using his own stock of goods.

Readers will learn what colors to select if they want to relax, to keep



**BREAKING GROUND** for Brisacher, Wheeler & Staff building, San Francisco: F. C. Wheeler (left), executive vice-president and Emil Brisacher (right), president.

cool, to be safe, or to have fun. Included is a "color-clue" personality analysis of those who prefer each of the nine dynamic colors shown.

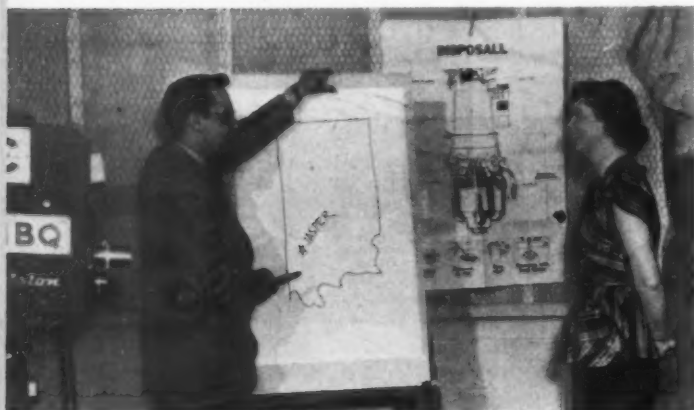
*Pathfinder* readers will be invited to interpretations of color in action at the participating stores. A list is given in the article.

The co-sponsoring retailers are being supplied with a complete promotion package containing blow-ups, counter cards, suggested newspaper advertisements, radio spot copy, color-in-action banners, color-clue fortune cards, and suggestions for display and merchandise tie-ins.

### Retail and General Milline Newspaper Rates Closer: AAAA

The "spread" between retail and general milline rates for newspaper advertising may finally be decreasing, according to two studies recently issued by the American Association of Advertising Agencies.

The latest AAAA "Study of General and Retail Milline Rates," comparing data for 1947 and 1948 on 470 daily and Sunday newspapers in 151 United States cities of more than 100,000 population, shows a decrease of 3.8 percentage points in the retail general milline differential. In addition, the latest issue of AAAA "Market and Newspaper Statistics (Part



**ON TV**, via WNBO, Clint Youle explains to wife, Jeanne, installation of garbage disposal units in every home in the town of Jasper, Ind. Sponsor is the Electric Association.



## PROBLEM:

How long will it take to  
count to

**\$3,500,000,000?\***

## ANSWER:

111 years and 218 days, at  
the rate of one per second.

**YOU CAN REACH THIS MARKET *EVERY MONTH***

*in*

INDIA

**RUBBER WORLD**

Since 1889 India RUBBER WORLD has been the leading direct contact between the manufacturer of rubber products and his sources of supplies. Always the first in editorial content and advertising volume, India RUBBER WORLD offers complete coverage in the United States, plus over 1100 subscribers in 61 foreign countries.

In 1944 India RUBBER WORLD initiated the section called "Plastics Technology" to present technical information of value to the plastics industry, as it is related to rubber. No competing publication in the field offers such a service.

Write for our booklet

**"The 3½ Billion Dollar Rubber Market"**

INDIA

**RUBBER WORLD**

386 Fourth Avenue, New York 16, N. Y.

**\*Estimated Sales of rubber products in 1950.**

INDIA  
**RUBBER  
WORLD**

OUR  
60th YEAR



JUNE, 1949

SINCE 1889  
THE  
**LEADER**  
IN THE  
**RUBBER FIELD**  
IN  
TECHNICAL EDITORIAL  
CONTENT, CIRCULATION  
AND ADVERTISING VOLUME

One)," which compares data for 1948 and 1949 on 137 newspapers in 42 cities, shows a further decrease on 1.3 percentage points. This marks the first period since 1944 in which there has been a decline in the differential between newspaper general and retail milline rates.

The chairman of the AAAA Committee on Newspapers, H. H. Kynett, Aitken-Kynett Co., Philadelphia, welcomed any "trend toward lower differentials, if there is truly a trend."

"The dangers inherent in an excessive differential between general and retail advertising rates have long been pointed out," said Mr. Kynett. "We continue to suggest that newspapers should apply cost accounting methods to determine the relative cost of handling local and national advertising. Such costs can be helpful in establishing the proper relationship between local and national rates."

Bernard C. Duffy, president of Batten, Barton, Durstine & Osborn, Inc., and New York chairman of the AAAA Committee on Media Relations, commended the development:

"In addition, it would be constructive if more publishers and broadcasters would clearly define in their rate cards what advertising takes the retail rate and what advertising takes the general or national rate, and if they would stick firmly to these definitions. There is too much confusion now, in many cases."

Mr. Duffy congratulated the Newspaper Advertising Executives Association and the Broadcast Advertising Bureau of the National Association of Broadcasters for their efforts to develop such definitions.

## "Travel-Go-Round" In The American Magazine

Virginia Day's resort-travel advertising column, "Travel-Go-Round," previously appearing only in newspapers, is moving into the national market through pages of *The American Magazine*.

The "Travel-Go-Round," adhering to the two-column format in which it has appeared since its newspaper inception two years ago, will bow nationally in the May issue of this 2,525,000-circulation magazine.

According to Albert Benjamin, advertising manager for *The American Magazine*, and Mrs. Elizabeth Adams, president of "Travel-Go-Round," the combined newspaper-magazine circulation would give advertisers a market of more than 7,000,000 families. In the magazine field "Travel-Go-Round" will appear exclusively in *The American Maga-*



**HIS PRODUCT** on his program: Arthur Godfrey, CBS star and hi-v Corp. director, samples hi-v's frozen orange juice on new series of Godfrey television shows, CBS.

zine. Among the first several advertisers to use this new column are the Bermuda Trade Development Board, Elbow Beach Surf Club, New York State and the Canadian National Railway.

The cost of participating in in "Travel-Go-Round" advertising in *The American Magazine* is \$247 per inch. A recent survey of the magazine showed its reader-families not only especially vacation-travel conscious but having a family income of some \$700 above the national average. In 1949 these families spent over \$400,000,000 on vacations and are expected to spend more than \$500,000,000 in 1950.

Resort-travel advertisers and those endeavoring to sell such allied prod-

ucts as cameras, sports clothes, sports equipment, auto supplies and accessories, and travel books are to be granted exclusive treatment—no directly competitive advertising will appear in the same "Travel-Go-Round" column.

## Media & Agency Appointments

Donald W. Thornburgh, president of the WCAU Stations, Philadelphia, has been named a member of the board of directors of WCAU, Inc. Charles Vanda, director of television, and Robert N. Pryor, director of promotion and publicity, have been named vice-presidents of their respective operations . . . Leonard V. Rowlands, publisher and general manager of *Hardware Age*, a Chilton publication, has been elected a director of Chilton Co. He has been associated with *Hardware Age* for the past 20 years . . . Howard Reed is newly promoted to sales manager of *Tele-Tech*, television and tele-communication engineering magazine of Caldwell-Clements, Inc. . . . Sherman K. Ellis, formerly president of Sherman K. Ellis & Co. and of La Roche & Ellis, Inc., has joined Benton & Bowles, Inc., as vice-president and member of the plans committee . . . Thomas B. McFadden takes over management of NBC's owned and operated television station KNBH, Hollywood, Calif. He goes to his new position after successful management of WNBC and WNBTV.



**TO FOCUS** attention on its vacation-travel survey, *The American Magazine* made novel mailings: "A" substituted the magazine's regular features on a map of the world; "B," a baggage sticker and luggage check with travel coupon, highlighted stories and articles; "C" was the travel cover superimposed on color photos of vacation resorts; "D" was a passport along with a check drawn to "more sales." Mailings distributed a month apart.



**NO APPOINTMENTS! MR. COBB IS GETTING READY  
for the NIAA Conference in Los Angeles**

One of the most important reasons for attending the 1950 NIAA Conference is to get ready for the *fighting fifties!* To get ready by putting your elbows on the table at these Los Angeles meetings where you'll hear and see demonstrated the problems facing industrial marketing today.

This will be a working meeting—with plenty of leadership opinion expressed. You'll benefit from the opportunity to revitalize your thinking about distribution, selling, and advertising...based on this year's theme: "Nobody profits 'til something is sold."

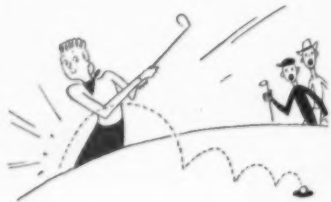
Gain by getting ready now to attend the 1950 NIAA Conference in Los Angeles. Make your reservations now. For complete information, including vacation ideas, write to: Attendance Committee, NIAA Conference Headquarters, 2614 West 9th Street, Los Angeles 6, California.



**JUNE 29, 30  
and JULY 1**  
*Los Angeles*  
**CALIFORNIA**

**ATTEND THE 28<sup>th</sup> ANNUAL NIAA CONFERENCE!**





If you have **YOUNG**  
ideas... Read  
**COSMOPOLITAN**

If you're selling people  
with **YOUNG** ideas...  
**BUY COSMOPOLITAN**  
America's Most Exciting Magazine

#### THE MAGIC OF



**S-T-R-E-T-C-H-I-N-G**  
**RUBBER**  
**ADVERTISING**  
**DOLLARS**

**IS DRAMATIC! EXCITING! FUN PROVOKING!**  
Let us send you actual samples of Sales-Tested Rubber Money used successfully to stimulate dealer enthusiasm and consumer sales. This perfect "Howdy Guarantee" and "Memory Clincher" never fails to dramatize "Stretch Your Dollar," "Thrift," or "Money-Saving" messages. Rubber money offers unlimited opportunities for unusual, attention attracting, direct mail advertising. Available with dealer imprints. Nothing better for conventions. Write for samples and price lists.  
**H. MEINHARDT & CO., INC., Dept. SM-4**  
4138 N. Sheridan Rd., Chicago 13, Ill.

#### SALES ASSISTANT AVAILABLE

Eleven years business experience in organizing, supervising, sales, promotion, advertising. Promotion-minded. Master's Degree in Business Administration HARVARD UNIVERSITY. B. A. Degree Wofford College. Former Lt. Colonel in Army Q. M. Corps. Age 33, married, 3 children. Salary range \$5-8,000. Locate anywhere. Resume sent on request. Write C. G. Huskey, Soldiers Field Station, Boston 63, Mass.

#### SALESMEN'S DISPLAY AIDS

Write for **FREE** Catalog

Largest assortment of salesmen's high grade display binders, albums and display frames. Also quality scrap books. Lowest manufacturers prices. Write for free price list.

**INTERNATIONAL SALES CO.**  
414 E. Baltimore St. Baltimore 2, Md.

#### SALESMAN

Experienced specialty salesman, employed, top producer, thoroughly experienced in sales promotion and display in dept. and retail stores through direct selling desires change. Box 2683, Sales Management, 386 4th Ave., N.Y.C.

# Dear Editor...

#### ALCOHOLISM STUDY

Editor, SALES MANAGEMENT:

Congratulations to you on your splendid handling of a difficult problem in the features on alcoholism in your March 1 issue.

That's the kind of editorial initiative, thinking, inspiration, or whatever you call it, that warms and delights my heart. In spite of the seriousness of the problem and its nature, it is still regarded and approached in too many quarters as a sin, crime or something of the unmentionable, unspeakable, untouchable variety. The more it can be dragged out, talked about and considered objectively, the sooner will there be a chance of helping the millions of men and women caught in the grip of addiction.

I suppose that it would be more basic for us all to try and do something about the pressures, strains, conflicts and frustrations that "drive men to drink," but in the meantime the kind of thing you have done is valuable beyond words.

Again, congratulations on a grand job!

**EDWARD T. SAJOUS**  
Editor, *Apparel Arts*  
New York, N. Y.

Editor, SALES MANAGEMENT:

I was a public relations officer for Alcoholics Anonymous from July until December, 1949, and covered 53 different towns and cities in the East.

I want to thank you for your marvelous articles in connection with treatment of alcoholics. I am sure you will pardon my correcting a couple of statements which obviously got through without being edited.

On page 64, 24,000 [members of Alcoholics Anonymous] should read 104,000, as of December, 1949. On page 71, I am tremendously intrigued by the correct statements, and I like the words "helped and healed" much better than the word "cured" which appears in other parts of the article. Alcoholics Anonymous never cures... they only help and heal.

On page 78: There are no cures for alcoholics—only healings. The wound is easily reopened after the alcoholic takes the first drink.

Again, Alcoholics Anonymous owes a tremendous amount of thanks to your organization.

**C. H. S.**  
Brooklyn, N. Y.

#### MEMO FOR NSE

Editor, SALES MANAGEMENT:

May I congratulate you on the excellent comments in the February issue on "How Can NSE Be Made Even More Helpful?" The thoughts expressed in this editorial are very stimulating and can be most helpful to the national association.

There are two thoughts which, I believe, deserve consideration... The first is that, since the majority of the members of NSE are of the type which could be classed as medium to small in the size of the businesses they represent, we may lose something by not providing ample opportunity for the large national concerns' representatives who attend these conventions. While it isn't always practical for the smaller manufacturer's sales manager to emulate a large national concern's activities, the leadership of this group is very stimulating and... their experiments can be most helpful to a sales manager having a group of 15, 25 or 30 salesmen.

The other thought I have might possibly allow a greater participation by a larger number of the individual members. What would you think of having one day's session composed of panels on various subjects and allowing a short time following the speakers' remarks for comments and questions from the floor?

**F. J. BARRETT**  
Sales Manager, Henry & Henry, Inc.  
Buffalo, N. Y.

#### STANDARDS FOR SALESMEN?

Editor, SALES MANAGEMENT:

"What's in a Name?" along with Mr. Connell's article "Does the Man We Call 'Salesman' Need a Better Name?" should give the sales management profession plenty of food for thought. I believe the selling profession is faced with a problem similar to that of the engineering profession... If an engineer wants to practice his profession in a given state, he must first pass the State Board requirements for a professional engineer.

If we want to see salesmanship elevated to a high social and professional status, then we should set up standards...

There has been considerable discussion about the difficulty of luring competent college graduates into sales work. Of 10 sales people hired at one time, only two of the 10 may have sound academic training for selling. The others may be men who couldn't fit into other businesses and turned to selling as a last resort. If you were a college-trained man with a sound sales academic background, how would you feel about being tossed into a sales group where 80% were misfits?

No, we aren't going to improve the status of the word "salesman" until we do something about this. If standards are not set, we shall necessarily have to be content with the standards for a salesman which, at the present time are dismal to say the least. Such lack of standards makes it very difficult for business to attract high calibre of man into the sales field.

**DAN DUNNE**  
Sales Manager, Lighting Products, Inc.  
Highland Park, Ill.

SALES MANAGEMENT

## MOON SHINES BRIGHT

Editor, SALES MANAGEMENT:

In your issue of February 15, on page 42, "National Advertising in Several Media . . ." the statement appears "If 'newspaper magazines' are counted as sections of newspapers . . . then national advertising in newspapers in 1949 was larger than magazine volume for the first time since 1940."

In none of our M.A.B. releases is the advertising volume of Sunday supplements counted as magazine volume. It is properly included in the total of national newspaper advertising by all checking services; therefore, the \$445,000,000 total of magazine advertising in 1949, as released by M.A.B. some weeks ago, covers only general and national farm magazines. The newspaper figure of some \$425,000,000 for 1949, as indicated on your chart, includes the volume of business carried by all newspaper sections and supplements, including comics.

Thus for 1949, as for every year since 1937, magazines have led all other media in the volume of national advertising.

W. H. MULLEN  
Magazine Advertising Bureau, Inc.  
New York 16, N. Y.

(Mr. Mullen is right in saying that newspaper supplement figures have been included in newspaper totals. We do not agree with him, however, in including certain farm papers under magazines. —The Editors.)

## DO THEY KNOW THEY'RE LAW BREAKERS?

Editor, SALES MANAGEMENT:

I thoroughly enjoyed James Cumming's article in a recent issue of your magazine regarding "Advertising Allowances" that are being requested by retailers.

I am in a position where I feel the impact of these demands all the time, and the retailers, and I mean even the management of stores, evidently don't realize that they become a party to an illegal act when they accept such allowances.

I think more articles on the same subject with reprints sent to retail store advertising departments would be a good idea.

HAROLD E. ROSE  
Director of Sales  
Regent Company, Inc.  
New York City

(Mr. Rose refers to "What Ever Became of Mr. Robinson & Mr. Patman?" in SALES MANAGEMENT, February 15, 1950, page 37. It deals with the flagrant violation of manufacturers breaking Federal law on cooperative advertising deals. —The Editors.)

## NATIONAL SALES MANAGER WANTED

Chicago company with \$10,000,000 annual volume is seeking a man with recent national experience in the grocery field. He must be thoroughly familiar with chain stores, super-markets and food brokers. Should be between 35 and 45 years of age.

To insure immediate respect of a hard-hitting, conscientious sales force, he should presently be National Sales Manager of a company of comparable size or hold the No. 2 position with a larger manufacturer.

Salary commensurate with ability. Unlimited opportunity for advancement. Please submit detailed record of experience and references to Box 2694, SALES MANAGEMENT.

## REGIONAL SALES MANAGERS

A ground floor opportunity to take charge of regional sales offices in  
NEW ENGLAND  
PITTSBURGH  
CINCINNATI  
OMAHA

A major expansion program requires experienced men to enlarge and promote major appliance sales through distributors.

When replying provide full details on experience, earnings and personal review of background.

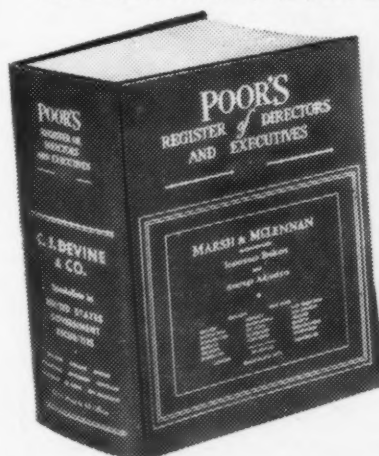
Salary—open. Your reply will be held in strictest confidence.

Reply to:

C. H. Menge, Vice President—Sales  
Murray Corporation of America  
Scranton, Pennsylvania

## SALES MANAGERS, OFFICERS, PUBLIC RELATIONS MEN BUILD PROFITS AND COMPANY PRESTIGE with POOR'S 1950 REGISTER of Directors and Executives

For general promotional activities and regional planning . . . To identify interlocking business connections of officials and directors . . . To check sales contact and call lists . . . To get a picture of competitive companies through the Industrial Index . . . For industrial promotion and planning . . . Poor's Register of Directors and Executives offers a valuable medium.



Write today on your company letterhead and attach this ad for Free Examination Copy. No obligation.

★Gives more than 19,000 top executive (personnel) listings of leading corporations of the United States. Covers 80,000 individual executives with their home addresses, educational background, year and place of birth; and instant reference to interlocking directorates.

★This volume, revised and kept up-to-date through quarterly supplements, also includes the number of employees by company, record of products manufactured or services rendered, an industrial index arranged alphabetically (205 industry classifications). A product index lists over 2500 commodity and service items.

★Includes a reference and inquiry privilege in the largest Financial Library in the world.

## STANDARD & POOR'S CORPORATION

345 Hudson Street (Register Div.) New York 14, N. Y.



## SALES MANAGER

Opportunity to head  
Expanding New Division

If you are not over 40 years of age and have a good record as an organizer and producer of sales of equipment to publishers and commercial printers; if you have a good working knowledge of printing and engraving, a 30 year old concern offers you an excellent opportunity to head up an expanding new sales division. Top consideration will be given to a man who is tired of waiting for a chance to move up from the #2 spot in top flight sales organization in the printing equipment field. Give details of education and experience and state salary desired in first letter. Our employees know of this ad. 2691 Sales Management.

## SALES MANAGER AVAILABLE

Aggressive sales executive with extensive background in all phases of sales management, marketing and modern merchandising. Accustomed to directing a sales staff of thirty with an annual volume responsibility of \$3,500,000.00.

Fifteen years in sales and divisional sales management with a national organization who are recognized as one of the outstanding organizations in the country, and the leader of their industry.

Specific experience in the wholesale paper, drug, tobacco, grocery, stationery, hardware and automotive jobbing trade; chain drug, grocery and syndicate store trade; manufacturing industry of all types.

Married, vigorous health, age forty-five, accustomed to traveling. Earnings based on salary and bonus in the \$10,000.00 to \$12,000.00 category. Replies to Box 2692 Sales Management treated as confidential.

## DISTRICT FIELD MANAGER

Nationally known AAA concern seeks man experienced in establishment of franchise distributors on exclusive patented major heavy household appliance.

**QUALIFICATIONS:** Proven ability in establishment and organizing of major household appliance distributors and dealers such as refrigerators, radios, washing machines, etc. Proven record of earnings. Reference as to character and ability from past employers and distributors; territory covered.

For individual meeting these precise qualifications and who can supply the proof, a very unusual opportunity exists. Give complete history and information in reply. All information held confidential until after personal interview. Our organization knows of this ad. Reply Box #2693 Sales Management.

## Refrigeration Sales Engineer

Midwest manufacturer of air conditioning equipment has excellent opening for man with broad refrigeration engineering and sales background. Triple-A rated company, nationally known and advertised trade name, with well-established sales engineering offices in all principal cities. Man selected must be qualified to help train this sales staff to sell, new broadened line of compressors and to assist them in closing large tonnage work.

Address Box 2688  
Sales Management

# Things To Write For . . . .

Booklets, Surveys, Market Analyses, Promotion Pieces  
and Other Literature Useful to Sales Executives.

**New Canadian Surveys:** *Chate-laine*, the Canadian woman's magazine, 481 University Ave., Toronto 2, Can., has four new surveys available: *Life Insurance Survey*—data on who in the family makes expenditure decisions, what kind of insurance Canadian families hold etc.; *A Survey on Reading Habits*—a breakdown as to income and population groups of special interest to advertising and media men; *Ice Refrigerators*—what women are looking for . . . size, shape, number of shelves, etc.; *Margarine and Mustard*—answering questions on consumption. Write to N. R. Batten, Advertising Manager of the magazine.

**"24 Ways to Use Sales Con-tests"** by Louis H. Brendel, merchandise director of the James Thomas Chirurg Co. When this article originally appeared in the December 1, 1949, issue of *SALES MANAGEMENT*, Maritz Sales Builders thought it told so well how sales can be increased that they asked permission to reprint it. It's a specific reminder-list of the wide variety of objectives which can be accomplished with incentives: to get new customers, get rid of slow-moving or obsolete stock, encourage use of basic sales ideas, introduce a new line, uncover new outlets, revitalize inactive accounts, push long-profit items, etc. For your copy of the reprint, write to Maritz Sales Builders, Kimlock Bldg., 411 North 10th St., St. Louis 1, Mo.

**"If I Were a Druggist:"** No. 3 in a series of drug studies conducted by Batten, Barton, Durstine & Osborn, Inc., reporting on consumers' opinions of today's drug stores—their likes and dislikes, their suggested do's and don'ts. Research was conducted with an "open" questionnaire technique and 3,435 replies were received—1,880 women and 1,555 men—from members of the BBDO National Panel of Consumer Opinion composed of representative U. S. families, picked according to marital status, income group, geographical location, etc. The study is divided into nine parts, six of which cover main classifications of general drug store operation: merchandise, store layout and appearance, personnel, prescription department, soda fountain, pricing. Write to Lyle J. Purcell, Marketing

& Merchandising Dept., Batten, Barton, Durstine & Osborn, Inc., 383 Madison Ave., New York 17, N. Y.

## "Philadelphia Automotive Facts:"

It's the ninth in a series of reports issued periodically by *The Philadelphia Inquirer* to the automobile industry, providing a continuing study of automobile sales in Philadelphia. It covers new automobile sales, passenger and commercial, by makes and counties, in the Philadelphia market during 1949. Tables show comparison of new passenger car sales during the year 1949 with 1948 for each of the 20 major business and economic areas, as well as a comparison of total new passenger car sales for 1949, 1948, 1947 in the retail trading area, and a comparison of commercial vehicle sales, by makes, both in the city and the retail trading area. Write to the newspaper.

## Stockholder Relations Guide-

**book:** *Financial World* has come up with what is reported to be the first working reference on the subject of stockholder relations. Edited by Weston Smith, director of the *Financial World* Annual Report Survey, this illustrated manual features a foreword and eight chapters, ranging from the history and background of this division of public relations, through preparation and distribution of corporation annual reports, and closing with an analysis of stockholder relations techniques. Copies available from the magazine, 86 Trinity Place, New York 6, N. Y.

## Directory of Jobbers and Manu-

**facturers' Agents:** Based on a nation-wide survey conducted by *Implementation & Tractor*, it is a complete analysis of distribution services and facilities offered by more than 1,800 manufacturers' agents, automotive and farm equipment jobbers serving the farm equipment field. Reported to be the most comprehensive study of this type conducted within this industry, it provides information on territory served, types of services offered, size of sales force, warehousing, products handled and facilities for each of the agents and jobbers performing wholesale distribution services in this field. The directory sells for \$2 a copy. Write to Emmett P. Langan, research director of the magazine, Kansas City 6, Mo.



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### SALES REPRESENTATIVE

Located in Cleveland, Ohio and seeking to represent manufacturer in that area. 38, married, college trained and with the best of business and personal references. Thoroughly experienced in merchandising and sales promotion on both the distributor and dealer level. Excellent merchandiser and salesman. Expect remuneration based on project and results obtained. Write Box 2687, Sales Management.

### —ATTENTION SALES MANAGER—

This man has 20 years of successful sales record as direct representative, contacting distributors and various classes of industrials. He is now establishing himself as a manufacturers representative in Michigan, Ohio, and Indiana. Interested in handling two, or three reliable accounts. 45 years old, financially responsible, thoroughly dependable. Assures systematic handling of territory. Write Box 2689 Sales Management.

## SALES MANAGER

Large manufacturer of Radio and Television Tubes located in the New York Metropolitan area is seeking the services of an energetic Sales Manager for the Distributor Sales Division. Applicant must be fully capable of supervising field and manufacturer representatives. There is ample opportunity for security and advancement for a well qualified man. Describe your background fully in letter to Box 2690, Sales Management. All replies will be held in strictest confidence.

### SALES MANAGER

Capable of handling Sales and Advertising of a national Sales Force for one of the largest manufacturers of Juvenile Wheel Goods.

Applicant must have several years marketing experience in Wheel Goods with Distributors, Dealers and Chains. Capable of training, sales promotion, market research and analysis. Must be aggressive. Age between 35-45 years. Some traveling. Substantial salary, plus incentive. Send photo and resume to Box 2684. (Our organization knows about this ad.)

### ATTENTION—SALES EXECUTIVES

A genuine opportunity of unusual scope is offered by a company whose successful growth and leadership in its field extends over a period of sixty years.

Company is large enough to provide ample opportunity for an ambitious executive and small enough to assure proper recognition of accomplishments.

Man selected must have sound experience in technical sales, distributor marketing and general sales administration. The opening will lead to top level sales responsibilities.

Mid-west location—experience in mechanical durable goods desired. American born—thirty eight to forty years of age, with some basic technical education.

Box No. 2685, Sales Management, 386 Fourth Ave., New York, N.Y.

### MANUFACTURERS REPRESENTATIVE MECHANICAL ENGINEER

HAVE MANUFACTURING AND INDUSTRIAL ACCOUNTS IN CHICAGO AND SURROUNDING TERRITORY. WANT ADDITIONAL ENGINEERING-SALES PRODUCTS. INCLUDE ADVERTISING MATERIAL WITH REPLY. Box No. 2686, Sales Management.

# COMMENT

## READ IT AND SHUDDER

If you want to wreck a company, you can pick up a lot of ideas for going about it by reading the story of the rise and fall of the Waltham Watch Co. (Page 37). It's something of a classic in its way . . . a study in management sin.

The story has many facets. Production-wise, Waltham was the victim of creeping obsolescence and excessive costs which could have been kept under control with a continuing program of modernization. There was almost total blindness to changes in public taste with respect to product style.

In the face of hundreds of case histories that prove the way to continued growth and steady profits is a general management policy based on giving the public more value for less money to broaden the market base, Waltham quality went down and the products were priced at a competitive disadvantage. In certain periods of the company's history, the management was jockeying finances to enhance the value of the firm's stock, at the expense of all other considerations.

On the sales management front, the boneheadedness of policies and operating methods reached truly Olympian proportions. Until after World War II the company flew blind; there had been no market analysis, no effort to measure potentials, no breakdown of sales by markets. There was almost nothing in the way of intelligent direction for the sales force. Worse still, there was hardly more than token recognition of the need for advertising and promotion, even after younger and more aggressive competitors were showing how handsomely strong promotion pays off in sales. The millions of Americans who knew Waltham as a fine old name in watchmaking died off; a new generation came along that scarcely knew the name and certainly didn't respect it.

A survey made among 65,000 consumers in 1947 and '48, on brand preferences in watches, placed Waltham a poor sixth; at the time the weakness was attributed by qualified marketing authorities to "inferior styling and unsatisfactory movements in recent years (with attendant servicing troubles), and to lack of advertising." At this time competitors were capitalizing on sustaining-brand-name advertising used during the war, when Waltham ceased advertising altogether. The short-sightedness of this policy (even though Waltham had no watches to deliver at the time, and some competitors using Swiss movements did) is now clearly evident.

Because of lack of adequate market facts and absence of a control system that would reveal the truth about dealer accounts, distribution in 1947, when accounts were finally analyzed was chaotic. Out of 6,762 accounts sold during 1947, 71.4% accounted for only 21.2% of total sales. Three and twenty-nine hundredths percent accounted for 46.4% of sales. Nothing had been done to stimulate sales of the higher-price and longer-profit models, with the result that sales drifted toward the cheaper watches.

Dealer relations, over a period of years, were in continuous turmoil. The retailers had complaints galore from

poor performance on some models and servicing facilities couldn't keep up with the needs. They were stuck with "dated" watches. The discount structure was unsatisfactory. Many a fed-up dealer showed no hesitancy in switching a potential Waltham customer to another brand.

The climax to the dealer situation came in 1949 when, under the pressures of receivership, Waltham chose to dump 125,000 watches at cut prices through department stores. Every dealer's stock in the country was de-valued overnight.

It should have been apparent, years before this, that more money alone wouldn't save the Waltham Watch Co. With the production and sales setups as they were, millions more could have been poured down the same rat hole without stabilization of company operation, a return to profit, and restoration of the product in public esteem.

If, by a miracle, some new money is forthcoming to pull the company back from the brink of disaster, certainly some major sales reforms will be necessary if history isn't to repeat itself. If Waltham "stays dead," maybe the epitaph should simply read "Died, 1950, of production stagnation, management ineptitude, and sales stupidity."

## MAX PERKINS ON ADVERTISING

In "Editor to Author: The Letters of Maxwell E. Perkins," edited by John Hall Wheelock and published last month by Scribner's, there is included a letter to an author who held an exaggerated notion about the persuasive powers of book advertising. To this man Perkins wrote: "As to the advertising, publishers all think the same way about it. It is like getting a stationary automobile into motion. The advertising is like a man pushing it. If he can get it to move, the more he pushes, the faster it will move, and the more easily. But if he cannot get it to move, he can push till he drops dead and it will stand still."

There, if we ever saw it, is a demonstration of the way to simplify a principle about advertising in words that anyone can understand. But the profession would rather pontificate about "continuity and cumulative value."

## WARNING—THIN ICE!

Even before Congress goes home, the political mud will begin to fly and some nervous businessmen will begin to see chimeras perched on the bedposts. The U. S. has survived many political battles, but at least some segments of business never seem to get over the tendency to build up that old "wait and see" hallucination which has been more or less of a psychological fixture in election years. So far as we've been able to observe, about the only thing that seems to happen during the pre-election months is that courageous companies cash in on the relaxed efforts of competitors who are sitting on their hands. Perhaps salesmen should be cautioned, even at this early date, that politics, like religion, is not safe ground for conversation with buyers. A tug-of-war over a political issue may be a good intellectual exercise, but it seldom rings a cash register.